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# Staff Development Seminars and Services

University of Illinois  
at Urbana-Champaign

1991-1992 Academic Year



A catalog of programs and  
training resources

University of Illinois  
at Urbana-Champaign

**Personnel Services Office**

52 East Gregory Drive  
Champaign, IL 61820

Dear Friends and Colleagues:

Hard as it is to believe, another academic year at the University of Illinois has come and gone. Now, once again, on behalf of the Staff Development section of Personnel Services, I am pleased to present our new program catalog—the tool that can make the difference in how well you and your department weather the turbulent year that is about to begin.

As the University prepares for more tough economic times ahead, every one of us will be looking for ways to cut back on expenditures. In the effort to juggle whatever discretionary funds remain in your already diminished budget, you may be tempted to slash the amount allotted for training. Don't.

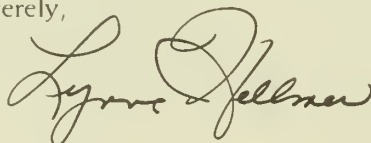
Training is never more essential than in tight economic times. Time and again, research shows that employees come away from training not only with improved skills, but with greater motivation and a heightened awareness of the important role they play in the overall effectiveness of their organization. The dollars you spend for training in the present will come back to you—and with even greater value—in the future.

It's no secret that when people are involved and committed, they can move mountains. If employee productivity is to increase and motivation to remain constant during these times of budgetary retrenchment, everyone—supervisors and support staff alike—must be prepared to contribute new ideas and work together. Your personal participation in the training programs offered through Staff Development guarantees that you *will* be prepared for the challenges that lie ahead.

Our 1991-92 program catalog contains no "fluff." All of the seminars and resources described on the following pages have practical value. Attend a course today; put the skills you have learned in the classroom to use on your job tomorrow. It's that simple.

I hope you will take some time to look over the wide range of course offerings we have made available in our catalog this year. Then, pick up your phone and call Staff Development to enroll in one, two—even more—of the courses described. Face up to the challenges brought on by tough times and who knows—you just might start moving some mountains yourself!

Sincerely,



Lynne Hellmer  
Manager of Staff Development





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# REGISTRATION

# PROCEDURES

Registration is as easy as picking up your phone. Watch for our quarterly Staff Development newsletter for the latest course updates, or sign up today for any course listed in this catalog. Our classes fill quickly, but a single call to Staff Development will reserve your spot. So, set aside a few minutes of uninterrupted time, grab your catalog—and give us a call.

## To register:

1. Phone Ranae Buhr at 333-8342.
2. Provide us with information about yourself (name, department, address, and phone number).
3. Provide us with the course number which is shown with each seminar description.
4. Give us your department's UFAS account number and title, your 4-digit department code, and the name of the person in your department who is authorizing the charge.

Or, let us know that you will be paying by personal check or from a company account; we'll invoice you.

If you charge your registration to your department account, we will:

- Submit a Stores/Service voucher for your department and send you a copy.
- Send you a confirmation of your enrollment.

If you are paying by personal or company check, we will:

- Send you a confirmation and invoice.
- Require payment in full prior to your first class meeting.

## We accept MasterCard and Visa, too.

Now you can charge your course fees to your MasterCard or Visa account. Just pick up the phone to register. And, be sure to have your card number and expiration date in front of you when you call.



## How to Use This Catalog

The catalog you hold in your hands is more than a listing of courses and instructors. It's your key to building professional skills and enriching your own work experience or that of your staff.

Published each fall by the Staff Development section of Personnel Services, this planning catalog provides a complete overview of the professional development programs available to you throughout the upcoming academic year. Our goal is to inform you about our wide range of offerings far enough in advance to allow you the chance to select the courses that interest you most, then set aside the necessary time and funds to become involved.

You may officially register right now for any class . . . the sooner the better, in fact. Our classes always fill quickly. To avoid disappointment, sign up today!

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## WHO CAN ENROLL?

*Seminars are open to all employees of the University of Illinois (staff, academic professionals, graduate students, and faculty), as well as to employees of federal, state, county, and municipal government. Employees from area businesses are also welcome to participate.*

*Our class attendees come from all backgrounds and walks of life. This diversity helps create a training atmosphere in which interesting and insightful discussions flourish.*

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# Cancellation Policy

## Seminars

The decision to hold a seminar is often based on the number of paid registrations. If you register for a particular seminar but later find you are unable to attend, please let us know a minimum of five working days in advance. Registrants who do not cancel within the allotted time will be charged the regular course fee. A substitute may be sent in your place; just be sure to advise us of the change in advance of the seminar.

## Computer Classes

A minimum of five working day's notice is also required if you are unable to attend the computer education program for which you have registered. A substitute may attend in your place, but please let us know in advance. Classes in the computer center fill quickly and waiting lists are almost always the norm. By alerting us to your change in plans, we can notify those who are waiting for openings.

### **New!** Cancellation Policy for No-Charge Seminars

We're sorry to say that we've had quite a problem with last-minute cancellations, re-schedules, and "no-shows" whenever we offer a program for no fee. Although the program is offered at no fee to the user there *are* costs to us whenever a reserved chair in the seminar is unoccupied.

Beginning this Fall, we will ask for an account number and/or billing address even for "no fee" programs. "No shows," re-schedules, and late cancellations that don't adhere to the above policy will be assessed a \$10 charge.

Please help us avoid an unpleasant situation by checking your plans carefully before registering.

## Notification List

The classes offered in our Computer Education Center are in such demand they almost always have waiting lists. To ease the crunch, we keep track of those who wish to be notified at the earliest possible date of the next class offering. On the day the class announcement goes to the printer, a photocopy of the announcement is mailed to everyone whose name and address appears on our special notification list, thus allowing them several days' advance notice to phone in their registration. The list is then discarded.

**Please note:** Names are not carried over from one list to the next; if you wish to be notified in advance of the next class, you must sign up again.

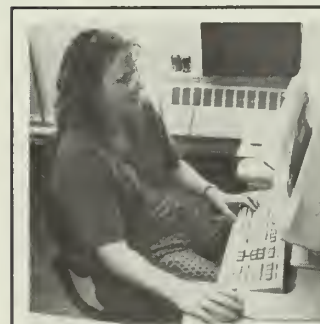
## Meet Ranae Buhr

Pick up the phone to call Staff Development and the voice you will almost always hear first belongs to Ranae Buhr. When it comes to fielding questions, taking registrations, and providing exceptional service, Ranae plays "first string" on our Staff Development team.



Although Ranae is a relatively recent addition to Staff Development (she joined us in February 1991), she's no stranger to the University of Illinois. A native of St. Joseph, Illinois, Ranae began her career with the State Universities Retirement System. She joined the staff in the UI's Personnel Services Office in 1988. Prior to moving to Staff Development earlier this year, Ranae worked in Employment Services, coordinating the registration for the Choices program and providing assistance to the employment officers.

Ranae's commitment to service first makes her a welcome addition to our Staff Development team. Whenever you have a question—about a course, about counseling, about audio or visual resources, about how to register for a program, about anything to do with Staff Development, in fact—call Ranae at 333-8342. She's the first-string receiver on the other end of the line.



*"I have found the seminars very useful and will continue to attend programs offered by Staff Development."*

Kelly Young  
Department of Mathematics

**Call  
Ranae today  
333-8342**

## **New!** New For 1991-92

Year after year, we continue to offer quality programs. But never the same way twice. Each year, our total program is revamped and revitalized so that we can offer the most dynamic speakers, the most current topics, and the best overall professional development programming tailored to meet the needs of our campus.

How do we decide on individual programs? We ask you. Many of you tell us what you want when you complete a seminar evaluation form. Still others send us ideas. Earlier this year, we met with the members of our Supervisory and Management Development Focus Group for an evaluation of the past year's offerings and to hear their ideas about the kinds of programs we should make available in the coming year. The following pages of course listings and information reflect your input.

Our 1991-92 catalog is loaded with new features, including:

- 49 brand new seminars and 21 new trainers.
- The Manager's Edge—a program designed for managers-on-the-go.
- More full-day seminars . . . by campus request.
- A wider selection of nationally-recognized trainers.
- All-new offerings designed especially for supervisors and managers.
- A special category of job management courses, including "survival skills."
- Never-before-offered programs in self-development.
- A whole host of special feature seminars.
- An extended rental period for all our check-out materials—at no additional charge.

## Staff Development Units (SDU)

Implemented in 1990, Staff Development Units (SDUs) are the standard measuring unit for determining eligibility for Staff Development certificate programs. These are *internal units of credit* and are acceptable only within the University of Illinois Staff Development program.

Until further notice, the SDU will be of significance only to those enrolled in the Professional Supervisor Certificate Program. In future years, however, credits earned in other areas will be applicable to other certificate programs which will be announced at a later date.

SDUs are earned upon completion of most Staff Development seminars. Individual records of SDUs earned to date are based on attendance. The amount of SDU credit given for each seminar is indicated in the registration information

## Staff Development Newsletter

For the latest news about upcoming seminar offerings and registration procedures, be sure to watch for the Staff Development newsletter. Although this catalog is the primary reference tool for seminar registration, the newsletter gives an update on which seminars still have space available.

The newsletter goes out to all campus departments four times a year. Newsletters are disseminated by bulk campus distribution and then routed to all interested employees—staff, academic professionals, faculty and graduate students—or posted on bulletin boards in high-traffic areas.

Participants in the Professional Supervisor Certificate Program receive their own personally-addressed copies of the newsletter. Newsletters are also mailed to area businesses or individuals who ask to be on our mailing list.



*"The Staff Development programs are an excellent way to learn skills that all supervisors should have. The seminars seemed to be based on the one premise we tend to forget about—people and*

*how to interact with them. I would recommend this program highly to all supervisors, new and old."*

Jean Foster  
Krannert Center for the Performing Arts



## Departmental Staff Development Programs

Does your department have its own internal staff development program? Perhaps we can help. When it comes to training, we keep our ears to the ground and we may be able to offer suggestions about course materials, films, and trainers to make your programs even better.

And don't forget to make our seminars an integral part of your department's staff development calendar. Combining campus wide seminars with those offered within your department helps ensure that your staff has access to a well-rounded professional development program.

## Attending Courses and Training Programs: The Rules

The courses offered by Staff Development create a kind of "trickle-down" benefit for the University. Course attendees have a chance to upgrade their skills which, in turn, improves University services. In most cases, UI employees may attend the programs listed in this catalog without penalty, according to Rule 14.09 *Policy and Rules-Nonacademic* issued 9-11-86.

### University Rule

The time required for an employee to attend work-related courses or training programs, when requested by his/her supervisor, shall be with pay.

An employee with a part-time appointment may be granted an excused absence without loss of pay for time required to attend work-related courses and/or training programs when requested by his/her supervisor.

The time required for an employee to attend courses or training programs, when requested by the employee, will be excused without pay or make-up schedule must be approved by the supervisor and/or unit head. However, the unit head may authorize pay for time spent attending courses or training programs if he/she believes that improvement in University services will result from this request.

## How Staff Development Supports the Mission of the University


It has often been said that people are central to the success of any organization. In that regard, the University of Illinois is no exception, for it is people—staff, academic professionals, faculty, and graduate students—who perform the day-to-day activities that support the University's overall mission of research, service, and teaching.

The Staff Development section of Personnel Services plays an integral role in achieving the University mission. By serving the training needs of the University staff, we help employees acquire important knowledge and much-needed experience.

On the surface, our classes and seminars seem designed simply to provide employees with opportunities to learn new skills and polish old ones. Underlying these programs, however, are even more important residual benefits.

When they take advantage of the many professional development opportunities available through Staff Development, good employees become even better. Not only do participants come away from our programs with improved skills, they acquire the kind of confidence in themselves that translates into greater on-the-job efficiency and productivity.

Staff Development fulfills the teaching aspects of the University's mission by offering opportunities for graduate and undergraduate students to learn firsthand about the training profession. At the same time, we reach out beyond campus boundaries to share our training resources with the surrounding community, thus providing service and fostering an important link between academia and business.

**Watch for the  !**  
Seminars eligible for supervisory  
certificate credit.

## When you speak, we not only listen—we act.

Earlier this year, we invited nine recent graduates of our Professional Supervisor Certificate Program to tell us what they thought about their experiences as program participants. We brought them together for a no-holds-barred focus group session where we encouraged them to tell us what we did right *and* what we did wrong.

We asked them a whole lot of questions.

Questions like . . .

Why did you enroll?

What kept you coming to classes?

What did you think of our instructors? (They weren't afraid to name names.)

Was the registration process easy?

Was our catalog understandable?

Were the fees reasonable?

Did you get your money's worth?

Has your participation helped you do a better job?

What did your boss think about your involvement?

What have you heard others say about our program?

Would you recommend us to your friends?

How can we do a better job?



They gave us a whole lot of answers.

Answers we've used to structure our schedule of programs for the coming year. They told us which classes and instructors they liked . . . and which ones they didn't. They suggested ways to recognize graduates of the Professional Supervisor Certificate Program and better promote the program. They even had opinions on our refreshments and how classrooms could be set up for more effective learning. Best of all, they gave us tons of ideas on subjects they want to know more about and programs they think should be incorporated into our efforts.

When it came time to put together our 1991-92 Staff Development program, we took all of the suggestions from our focus group into consideration. The end result—the catalog you now hold in your hands—reflects their input. Is it any wonder that we believe this year's program is our best one yet?







### Focus Group Participants

Roletta Ammons	Glenn Dillman	Cathy Reisner
Carrie Bohrer	Danny Lienard	Ray Sanden
Barb Cicone	Pat Livingston	Jim Trail



### You can help, too.

We're always looking for ways to make our Staff Development programs more responsive to your needs. If you have a suggestion for a course we should offer in the future or a comment on one you've attended in the past, don't wait for a focus group to voice it. We welcome your input anytime. Just give us a call.

## We're Tops . . . and Proud of It

The University of Illinois Staff Development program consistently ranks as one of the best such programs in the nation. And no wonder.

We work hard to ensure that our courses meet the needs of the University of Illinois campus. We strive to be progressive . . . offering courses on the latest subjects and most current trends. Our annual schedule of seminars has something for everyone. To meet the widest possible range of interests and needs, we include courses covering a combination of "hard" and "soft" skills—from math, punctuation, grammar, and filing to assertive communication, conflict resolution, leadership, and personal image.

In putting together our program, we don't just consider subject matter. We take a hard look at the presenters, too. Recognizing that the source of the message is as important as the content, we "shop" for our trainers and speakers . . . listening to a multitude of audition tapes and attending dozens of training sessions open to the public. Not everyone who applies makes our faculty roster, but those who do can be counted on to provide you with a learning experience that is as enjoyable as it is relevant to your needs.

When it comes to Staff Development, we know we're on the right track. How? We're consistently noted and quoted in nationally-recognized professional publications and trade journals. More importantly, you tell us so. Year after year, our courses and presenters receive very good to excellent ratings from you, the program participants. We think we're doing the right thing. Thanks to your positive feedback and the accolades we've received from other training and development professionals, we're sure of it.

### We work with other universities.

The field of training is a dynamic one. As your needs change, so must our approaches to meeting them. We believe we have a great program, but we know it can always be better. So we look to other colleges and universities for ideas on what has worked for them that could work for us. They, in turn, look to us for suggestions on how to establish new programs and revitalize existing ones.

In addition, we regularly participate in conferences, training surveys, and faculty exchanges . . . sharing ideas, information, and people for the purpose of

continually improving staff development efforts across-the-board at the university level.

### **We work with private businesses.**

Our reputation extends well beyond the college campus. From time to time, area businesses call on us to help them structure their own in-house training programs. In some cases, we may simply be asked to share our knowledge over a cup of coffee or lunch. More often, however, our involvement means incorporating elements of our own program into private sector training efforts. Speakers are one way we share resources and information.

As professionals experienced in structuring comprehensive staff development programs, conferences, and special events, we are familiar with trainers on the local, regional, and national levels. We know which trainers meet our high standards. And we are in an excellent position to be able to make recommendations to businesses about individual trainers in a variety of subject areas.

In addition, by working together to bring nationally-recognized trainers to Champaign-Urbana for appearances at both the University and private businesses, we are all able to save on training costs.

### **We monitor the training industry.**

We know what's going on with training nationwide . . . what's hot, what's not, and who has the best programs and speakers. We work with a variety of professional private sector seminar companies—names you know like CareerTrack, Career Development Seminars, Fred Pryor Seminars, Keye Productivity, and Padgett-Thompson. We send preview teams out to look first-hand at the seminars these companies offer so we can decide which ones to include—and not include—in our program.

When we decide to incorporate one of these private sector seminars into our program, we make sure that the presentation is customized to meet *your* needs. No valuable seminar time is ever wasted on sales presentations. In fact, many of the products usually promoted during these seminars are already available in our Rent-a-Seminar collection. (See page 54.)

In addition to knowledge of the private sector seminar industry, we follow many of the leading executive and management development programs at colleges and universities throughout the country. We read the latest literature on training and development for trends in human resources and business management. And we

are active in the many professional associations that serve the training and development industry.

### **We work *for* you.**

We've built our reputation on going the extra mile. When it comes to meeting your needs, we aim to exceed your expectations by always doing more than we feel we have to do.

What does that mean to you? A great deal. For every Staff Development program you will find:

- no hassle registration procedures
- quick confirmation
- a friendly face from our staff to greet you at the door
- presenters who know their subjects inside and out
- comfortable, convenient worktable seating where space allows
- plentiful handouts
- refreshments

We treat you the way we think you want to be treated . . . with friendliness, courtesy, and complete professionalism.

### **Participation By the Business Community**

The University of Illinois Staff Development Program lives up to its reputation as one of the nation's top training programs. That reputation is surely one reason why, over the years, our reach has continued to extend well beyond campus boundaries. For the past eight years, our programs have drawn mixed audiences—made up of participants representing both the University of Illinois campus and the surrounding business community. As our colleagues in the private sector have come to recognize the University's ability to deliver quality professional development programming, more and more area businesses are requesting space for their employees in many of our seminars.

We welcome participation by our business colleagues. To encourage it, we mail our course catalog to businesses within a 60 mile radius of Champaign-Urbana. Unless a program is described as being available to University of Illinois employees only, it is applicable to an integrated audience and open to all.



One of the many reasons why the University of Illinois Staff Development program is recognized as a leader among training programs is because of its "special features." Each year, we offer a wide range of programs designed to help you explore your career options and expand your personal and professional horizons. We're particularly proud this year to again be able to add to our list of programs some extra special attractions . . . full-day seminars led by nationally-known speakers that will inspire you to succeed both on the job and off. Circle the dates on your calendar and plan now to attend one, two, or as many as you can!

### **PSCP** Business Writing for Results

If you think of writing as a "talent" that only a few lucky people possess, think again. You, too, can be a writer. All it takes is mastery of the skills that can turn ordinary words into powerful letters, memos, manuals, reports, and proposals.

Those skills can be yours in "Business Writing for Results." Under the direction of instructor Kevan Staples, you'll acquire the basics of organizing ideas in your head and shaping thoughts on paper. This seminar won't teach you a lot of stuffy grammatical rules that are complicated and hard to remember. It will teach you the secrets of effective business writing, secrets you can use day after day.

In just a single day, you'll learn how to:

- make every document you write lively and reader-friendly.
- cut the time you spend rewriting, editing, and proof-reading by up to 50%.
- overcome writer's block and tackle every writing project with confidence.
- build your credibility and earn respect by generating powerful, polished letters, memos, reports, and proposals.
- catch inconsistencies and mistakes before they come back to haunt you.

**PSCP** Certificate Eligible Seminar.

- stop missing deadlines and start writing smoothly—even under intense pressure.

If you've ever faced a blank sheet of paper with trepidation, this seminar is for you. "Business Writing for Results" concentrates on practical, how-to information you can put to work right now in your own writing projects.

**#1291; Thursday, October 24, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Kevan Staples**

### **PSCP** Tough Times Are Here to Stay: Doing Better With Less

Ron Canham, one of last year's most popular seminar presenters, returns to campus again with a program that addresses the issue we're all being forced to confront—how to remain motivated during times of uncertainty and rapid change.

Using a combination of involvement techniques, real-work situations, small group discussions, and round-robin responses, Ron will help participants learn the value of focusing on doing what's important rather than dwelling on negative thoughts. You'll come away from this workshop armed with specific strategies for self-management—delegating, learning to say "no," finding the balance between personal and professional demands. At the same time, you'll explore organizational management strategies—ways to build staff commitment, techniques that can help other people accept and deal with change, effective uses of humor that allow you (and you staff) to hang a little looser in an uptight world.

Tough times may be here to stay, but thanks to this refreshing seminar, we'll all weather them with a little more confidence.

**#0291; Wednesday, October 30, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Ron Canham**

***Don't hesitate!  
Don't miss out!  
Register today!***

## **PSCP** You Don't Have to Go Home From Work Exhausted: The Energy Engineering Approach

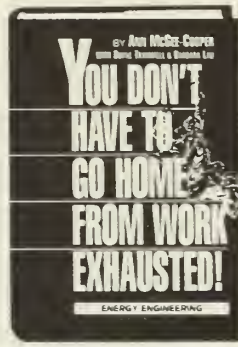
Do you go home exhausted only to get up exhausted? When you finally get time for fun, are you too tired to have it? Does your job seem so overwhelming that finding innovative solutions becomes a cruel joke at best? If you answered yes to even one of these questions, you're a prime candidate for energy engineering.

Let Dr. Ann McGee-Cooper take you on a journey to explore the following:

- three profiles, typically rewarded and celebrated in corporate America but which lead to eventual burnout.
- self-assessments to help you gauge your own investment in Perfectionism, Fast Track Careerism, and the Superhuman Syndrome.
- scientific support for the importance of fun in the workplace.
- 15 secrets of high energy discovered in the profiles of three groups known for their abundant energy, creative solutions, and productivity.
- tips to help you assess the energy level in your workplace and strategies to increase your motivation for producing and creating.
- your hemisphere dominance and its interesting links to your energy and your job.
- what's right about your messy desk and other so-called bad habits you own.

Come to this seminar dressed for fun and expect to be exposed to many life-changing insights. Participants elsewhere have reported tremendous energy gains at work and at home as a result of their creative implementation of Dr. McGee-Cooper's strategies. You can too!

**#1791; Tuesday, November 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Ann McGee-Cooper**



## **PSCP** Managing the Overworked, Understaffed Team

All busy managers are consumed by work. You're expected to get a lot done in too little time with too few people. As a result, your carefully built team begins to fall apart. Work overload is taking its toll on you and your employees.

If you're feeling the symptoms of work overload—trouble concentrating, increased tension among staff members, too little personal time—the situation isn't likely to change on its own. Your workload won't lighten and hectic times will always lay ahead. But you don't have to get an ulcer over it. Instead, you can attend this seminar and learn the critical skills you need to lead your staff through difficult times at work . . . so your job will be a lot less stressful and your life a lot more enjoyable.

Here's what you can expect to learn from seminar presenter John De Garmo of Keye Productivity:

- a proven strategy for coaching your team through seasonal crunches, extensive overtime, and other stressful periods.
- how to tailor your expectations to your staff's capabilities.
- how to battle the overload without spending all your time on the job.
- when to take a back seat and let your staff take the lead.
- the secret to consistently achieving excellence.
- goal-setting techniques that will get every employee to reach for the stars.

It's a full day packed with ideas and insights aimed at helping every manager who's felt the pressure wage a war against work overload . . . and win. No matter how pressed for time you are, set aside just one day to attend this seminar. You—and your overworked, understaffed team—will be better for it.

**#3391; Thursday, December 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; John De Garmo**

***New!***

**Books on tape for busy managers!**  
See page 49 .



## **PSCP** Managing Multiple Priorities and Tight Deadlines

Your "in" box overflows with memos, reports, and correspondence—all needing immediate attention. The first phone call of the morning brings a crisis that requires action now. On top of your desk are three challenging and time-consuming projects, all of which must be completed by 3:00 p.m. You're due at a meeting in 10 minutes and you haven't prepared a thing. Sound familiar? If this scenario describes you, then you can't afford to miss this informative seminar.

In "Managing Multiple Priorities and Tight Deadlines," you'll learn how to handle even the most impossible demands—without the long workdays, stress-filled schedules, executive burnout, sleepless night, and panic that have plagued you in the past.

Seminar leader Kevin Lust will inspire you to take charge of your life by learning the all-important skills that will help you deal with dozens of "top" priorities. In just a few short hours, you'll discover how to:

- work with, not against, the clock.
- take control of multiple tasks, even when they're all labeled "top" priorities.
- easily handle unexpected demands and unplanned situations that can throw a monkey wrench into your schedule.
- stay cool, calm, and collected when the pressure is overwhelming and stress threatens your effectiveness.

Leave your cluttered desk behind for just a day to attend this seminar. You'll come back to your office the next morning refreshed and ready to tackle the tasks that somehow won't seem so overwhelming now that you've got a grip on managing your time.

**#5392; Thursday, February 13, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Kevin Lust**

### **We're Available**

*Calling all deans, directors, department heads, and program chairs: Want more information about Staff Development programs? Looking for ways to encourage your staff to attend training? Need a speaker for your next meeting?*

*Look no further than Staff Development. A representative from our office—Lynne Hellmer, Jeff Brownfield, or Ranae Buhr—will be happy to come to your office (or organization meeting) to speak about the entire Staff Development program or any of our program areas. All you have to do is ask. To schedule a speaker from Staff Development, phone 333-8342.*



*"The knowledge gained from the different classes in the [Staff Development] program has overwhelmingly changed my working relationship not only with office staff members but also personnel in other offices around the campus. . . . The program was a valuable asset to my supervisory responsibilities. It improved my overall personal outlook on working for the University of Illinois. . . . I look forward to continuing in more classes. . . ."*

Roletta Ammons  
Study Abroad Office  
International Programs and Studies

## **PSCP** Talk It Out: How to Work Things Out at Work

It's not surprising that those of us who must face the day-to-day dealings of an organization as large and diverse as the University of Illinois often find ourselves in the midst of controversy more often than we'd like to be. Although most of us shy away from conflict, it's an inevitable fact of life. When push comes to shove, do you "talk it out" or "have it out"? "Talk it outs" provide solutions and promote harmony; "have it outs" foster discord and resentment.

In this six-hour workshop, professional communicator Jim Mancuso will help you learn how conflict can be a positive experience . . . as long as you approach it with the appropriate communication skills. You'll come away from this session knowing those skills that can make each conflict from here on out a functional, productive encounter rather than a worrisome, unfortunate episode.

Through interactive presentations, small group discussions, and activities that require your direct involvement, you will:

- learn techniques for dealing with defensiveness in yourself and others.
- discover methods for bolstering your self-esteem.
- explore ways to control a conflict.
- practice techniques for keeping your own emotions in check.
- become proficient at "talking out" a problem and moving reasonably toward a solution.

Anyone who interacts with others in potentially adversarial situations—and who among us doesn't?—will find this workshop an invaluable experience.

**#6892; Wednesday, March 18, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Jim Mancuso**

## **PSCP** Getting Positive Results from Troubled Employees

Let's face it. Not everyone is easy to work with or to be around. Some people are just plain troubled—and troubling. And if you have to supervise one of them, it's that much tougher to encourage productivity and foster a spirit of teamwork among the rest of your staff. Nobody's perfect, of course. All of us have traits, behaviors, and personality quirks that turn other people off. But if there's one person in particular on your staff who seems to go out of his or her way to cause trouble, this seminar could be your ticket to defusing a potentially explosive situation.

As a workshop participant, you'll be asked to bring a description of your worst real-life case to class—no names, please. Then, over the course of the day, you'll explore ways to cope with your troubled—and troublesome—employee. You'll learn:

- when to ignore—and when to listen—to chronic complainers.
- how to handle people who put their co-workers down.
- how to get people who are "too quiet" to speak up.
- how to deal with chronic tardiness.
- how to recognize when YOU are the problem.
- when it's "okay" not to be nice.
- why troubled people may be hiding bigger problems.
- how to determine when you should seek professional help.

Actual cases and examples will be used so that you can master real-life skills and techniques. Every participant will have a chance to practice responding to the "Rogues Gallery" of truly troubled employees. By the end of the workshop, you'll be adept at using your interpersonal skills to win people over. And when you go back to work the next morning, you may be amazed at the differences you see.

**#7192; Tuesday, March 31, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Joseph Mancusi**

## **PSCP** Who's Afraid of the Big, Bad Boss? Keys to Effective Employee Relations

What is the single largest source of stress in the workplace? Lousy pay? Too much work? Job too boring? Wrong, wrong, wrong. Seminar leader and psychologist Dr. Joseph Mancusi believes the biggest cause of on-the-job stress can be summed up in two words: The Boss.

In this workshop, aimed at supervisors and managers, Dr. Mancusi helps participants unlock the fundamental secret to more effective employee relations. Over the course of a few hours, you will learn what Dr. Mancusi has learned over many years and hundreds of interviews with employees to discover what people want from their jobs . . . and from their bosses.

Dr. Mancusi's informal and entertaining style will make the time fly. Yet you are sure to come away from this seminar filled with ideas to help you create a working environment that encourages greater productivity by putting your employees at ease. You'll be a better boss because of it.

**#8392; Thursday, May 14, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Joseph Mancusi**

### **Seminars to Improve Service at the University**

- ✓ Moments of Truth: The Supervisor's Role in Supervising Service (see page 29)
- ✓ Providing Service in a University Environment (see page 41)
- ✓ Image on the Line: Telephone Techniques for the Office Professional (see page 42)

**Register Today!**  
**333-8342**



# OUR FACULTY

People tell us our instructors are great. We agree. Over the years, the very reputation of our program has been built on having the best faculty in the nation.

Every member of our teaching faculty has been selected with care. We're choosy about our instructors . . . and with good reason. Our success as a training department and your success as a participant depends upon it. We're proud to say that our instructors are enthusiastic and full of energy. They're knowledgeable about their subject matter and up-to-date on the latest tools and techniques. What's more, they're all experts at teaching adults.

Our seminar leaders take advantage of the wide variety of teaching methods and tools available to them: lecture, discussion, videotape and film, role playing, case study, self-assessment, and small group exercises, to name just a few.

We don't accept every trainer who applies. But the 31 who have made this year's faculty roster can be counted on to provide you with a learning experience that is both enjoyable and relevant to your needs in today's fast-changing workplace.



## Ron Bacevich

Labor and Industrial Relations Specialist, Ron Bacevich came to the University of Illinois after a 10-year stint at Temple University in Philadelphia supervising contract negotiations, processing grievances, resolving work site disputes, and interpreting contracts for the University's Labor Relations Department.

During Ron's five years here, he has been directly involved with the grievance process and training, as well as a variety of issues affecting employee relations. He has experience working with both unions and employee groups.

His philosophy? "Effective employee relations is a function of fairness and honesty between the administration and the employee. You've got to be able to look at both sides of the issue."

*Policy and Rules: What Every Supervisor Needs to Know; Progressive Discipline Made Easy.*



## Rita Boettcher

With many years of professional experience as a personnel officer and trainer in both the public and private sector, Rita Boettcher brings to the seminar classroom firsthand knowledge of the legal issues involved in hiring, firing and working with employees on a day-to-day basis. Currently, she serves as director of personnel services for the City of Champaign, overseeing labor relations, the administration of benefits and workers' compensation, safety, and training on behalf of approximately 400 municipal employees who are members of four labor unions and one non-union group.

A former high school teacher, Rita has served as training manager for a variety of businesses including Hobbico, Inc., Motorola, Inc., Alliance Tool Corporation, and Northwestern Memorial Hospital. She holds a master of science in industrial relations from Loyola University of Chicago as well as a bachelor of arts in English education from the University of Illinois.

*Facing Up to Judgement Day: Managing Performance Appraisal; The Documentation Dilemma; Promises, Promises: The Supervisor's Role in Employee Privacy.*



## Jeffrey Brownfield

As coordinator of Staff Development's Computer Education program, Jeff Brownfield oversees one of the most active computer training facilities in central Illinois. In addition to developing training seminars for computer users at all levels of expertise, Jeff has taught numerous courses in a variety of computer-related subjects. Under Jeff's direction, more than 1,000 University faculty and staff members learn how to use computer software in the more than 200 classes conducted each year at the Computer Education Center.

A University of Illinois graduate, Jeff holds a bachelor of arts with a dual major in industrial/organizational psychology and political science (constitutional law). He is currently at work on his thesis toward a master's degree in public administration.

*Learning to Think Like a Manager*

## Ron Canham

Tucson, Arizona

Ron Canham brings more than 15 years of experience in business, government, and education to the seminar room. Currently, he serves on the faculties of University of Phoenix and

University of Arizona and as senior human

resources manager for a major health care organization.

Ron, a native of Springfield, Illinois, is a graduate of Ohio State and has a master's degree in Public Administration from University of Arizona.

Ron's research on customer service and the effective management of today's workforce has taken him around the country to address supervisors and employees at such organizations as Hughes Aircraft, Graphic Arts of America Industry, The International Communications Industries Association, and Printing Industries of Ohio, to name just a few.

*Tough Times Are Here to Stay; Providing Service in a University Environment; Moments of Truth: The Supervisor's Role in Supervising Service; Managing Motivation, Morale, and Money*

## Jesse A. "Tony" Clements

A native of Raleigh, North Carolina, Tony Clements attended the University of Illinois where he played on both the football and basketball teams and earned bachelors and masters degrees in Recreation and Park Administration. In

1972, he joined the staff at the UI's Division of Campus Recreation as supervisor of the Co-Rec

Intramural Program. In 1976, he was named Associate Director of the Division and in 1979 was promoted to Director, the position he presently holds.

Tony is active in the National Intramural-Recreational Sports Association—he served as that organization's president in 1988-89—and frequently speaks at conferences and seminars on such serious subjects as creativity, decision making, personnel management, administrative styles, and leadership.

Anyone who knows Tony knows he has a lighter side, too. One of Tony's favorite pastimes is standup comedy. He has taken his act to schools and night clubs throughout the country and has appeared on "Showtime" (the cable movie and entertainment channel) as part of its Funniest Man in America Contest. All kidding aside, one of Tony's biggest show biz breaks will come this fall in Champaign when he is scheduled to appear as the opening act for the Ray Charles concert at the Assembly Hall.

*Keep'em Laughing: How to Lighten Things Up at Work*

## Tom Costello

A native of Chicago, Tom Costello came to Champaign-Urbana 18 years ago as a Ph.D. student in organizational communication at the University of Illinois. He never left. Today, Tom is Assistant Director of the Champaign-Urbana Mass Transit District which, in

1986, was selected Outstanding Small Transit System in the nation.

In addition to serving as a teaching associate at the University of Illinois since 1978, Tom has conducted seminars throughout the country on management, transportation, and communication issues. He is a frequent speaker on college campuses, including those of Indiana University and the University of Wisconsin at Milwaukee, and has appeared before such organizations as the American Planning Association and the Army Environmental Policy Institute. Tom holds a B.A. in speech, government, and education from John Carroll University and a master's in speech communication from Miami University (Ohio).

Since moving to Champaign-Urbana in 1973, Tom has played an active role in community affairs. He is a past president and chairman of the Freedom Celebration and was the 1990 Chairman of the United Way campaign. Tom is a member of the Champaign Rotary Club and has served on several community boards, including a brief stint on the Urbana City Council.

*The Art of Persuasion; Beware the Naked Man Who Offers You His Shirt; What They Don't Teach You at Harvard Business School; A Passion for Excellence*

## Tom Coyle

Kansas City, Missouri

A professional educator and consultant for more than 25 years, Tom Coyle has successfully applied his backgrounds in vocational and personal development counseling to help people achieve peak performance. Drawing on his unique experiences as a teacher at the university level, supervisor in heavy industry and utilities, salesman, and manager, Tom talks the language of the real world.

Tom has worked with many major universities, corporate clients, automotive manufacturers, and computer and technical groups, as well as with banking, transportation, and safety organizations. He is the most senior associate of Career Development Seminars and the Tritt Group.

*Image on the Line: Telephone Techniques for the Office Professional; How to Present Yourself With Positive Impact*





### John De Garmo

Overland Park, Kansas

With more than 500 seminars to 40,000+ business people nationwide to his credit, John De Garmo has earned accolades as a public speaker from employers and employees alike. A graduate of Kansas University, John holds a

bachelor's degree in economics and business.

John's presentation—Managing the Overworked, Understaffed Team—focuses on a subject he knows firsthand. As a terminal manager for three different brand new branch offices of Ryder Corporation, a convoy company, John has had extensive experience in supervising and managing work teams of up to 125 people per location under the dual pressures of time and budget. His knowledge of cost control, labor negotiations, sales to new accounts, and service to existing ones comes not from a textbook but from real-life, on-the-job experiences which he freely shares with seminar participants.

*Managing the Overworked, Understaffed Team*



### David Eastman

Bloomington, Indiana

A training specialist for Indiana University's Department of Training and Development, David Eastman has seven years of experience as a trainer and consultant for large and small businesses, educational institutions, and not-for-

profit agencies. He has provided training programs for such varied organizations as Marathon Oil, the Indiana Department of Natural Resources, American Camping Association, Indiana Library Association, Bloomington Area Arts Council, Teachers Credit Union, and Memorial Hospital, to name a few.

At present, David is coordinating a year-long Management Skills Program which he developed for mid-level managers on the Bloomington campus of Indiana University, as well as providing communication, leadership, supervisory, and personal and professional development training courses for staff and administrators throughout the IU system. David is an active participant in such professional organizations as the Central Indiana Chapter of the American Society for Training and Development, the National Society for Performance and Instruction, and the Midwest Trainers Group of the College and University Personnel Association. He holds two degrees from Indiana University—a B.A. in psychology and religious studies and an M.S. Ed in counseling.

*Constructive Criticism*



### Lisa Ford

Atlanta, Georgia

Entrepreneurs have had a lot to do with the revitalization of American business. And Lisa Ford is among them. She returns to the University of Illinois again this year to share her secrets of success in a program on assertive communication and

another on self motivation.

Lisa became an entrepreneur at age 26 when she formed her own training and consulting company, Ford & Associates. Since then, she has developed seminars on a variety of subjects for major industries, including customer relations for the utility industry, patient relations for the hospital industry, and cross-selling and communication skills for the banking industry.

Lisa earned high marks from participants for her presentation at our Fourth Biennial Conference for Office Professionals in 1990 and the Interpersonal Skills for Supervisors seminar in 1991. We are delighted to welcome back her down-home charm and common sense approach to life and work.

*Motivating Yourself for Job Success; Speak Up, Speak Out: Assertive Communication at Work*



### Richard Fox

Since founding ACC (Ag Career Consulting), Inc., the only agribusiness personnel service company that trains career candidates, Richard Fox has helped many men and women find jobs in agriculture and agribusiness.

In his seminar on resumé writing, Dick demonstrates how the tools and techniques he has developed for job-hunting in agriculture can be successfully adapted by job seekers in other businesses.

A native of east central Illinois, Dick was the manager of a family farm for 15 years. He has spent more than 12 years in employee recruitment, hiring, and contingency placement for regional and national corporations. Dick is the author of two books for job seekers—*Agri Interviewing Dollars and Sense* and *The Organizer*—and is a regular columnist on agribusiness and related issues for several agricultural publications.

*Marketing Professional Skills in a Tough Job Market; First Impressions: A New Approach to Resumé Writing*



## Jerry Glynn

Jerry Glynn has been teaching mathematics to students of all ages for 30 years. Here in Champaign-Urbana, thousands of students have attended The Math Program, which Jerry and partner Don Cohen organized, over the past 15 years. Jerry has also taught courses and workshops at the University of Illinois and at Webster College in St. Louis. He is the author of *Exploring Math from Algebra to Calculus with Derive* and *Exploring Mathematics with Mathematica*.

Jerry says, "My major interest is teaching math to people of all ages and backgrounds. I love to work with people who say they don't like math. Why? Because it's so exciting when they see how clear, how easy, and how pleasant learning math can be."

*Everyday Math*



## Cindy Hardig

Cindy Hardig returns for her fourth year as the most highly rated trainer in our Computer Education Center. A part-time affiliate instructor in office careers at Parkland College since 1975, Cindy has taught information processing courses in Lotus 1-2-3, WordPerfect, MultiMate Advantage, MultiPlan, and DisplayWrite 3, as well as typing and shorthand. In addition to continuing to teach in our Computer Education Center, Cindy will also teach in the Job Management program.

A former high school business education teacher, secretary, and stenographer, Cindy holds a B.S. in education from DePaul University.

*Be a Calculator Whiz, Punctuation Refresher, WordPerfect™*



## Patti Hathaway

Columbus, Ohio

The author of *Giving and Receiving Criticism* and co-author of *Managing Upward: Creating Working Partnerships*, Patti Hathaway is a results-oriented speaker who translates ideas into concrete how-tos designed to help people get along in the workplace by communicating more effectively. Prior to founding her own training consulting firm, Patti was a professional development trainer in the corporate market.

Patti's dynamic presentations draw on insights gained from her work in the fields of banking, manufacturing,

insurance, government, high technology, research, education, agriculture, health care, and civic affairs. To date, she has trained more than 10,000 people in 28 states.

Selected as the state of Ohio's 1988 "Outstanding Young Career Woman" by the Business and Professional Women's Association, Patti is an active member of the National Speakers Association and has served on the board of directors of the Ohio Speakers Forum and Central Ohio Chapter of the American Society for Training and Development. She holds a masters degree in education and training from The Ohio State University.

*How to Work With Difficult People*



## Ron Howell

Peoria, Illinois

Ron Howell is the ideal choice to present a seminar on communication for supervisors and managers. An advocate of better communication both on the job and off, Ron began conducting seminars on the subject more than a decade ago. He has been a professor of communication for nearly 20 years and has made presentations for business, sales, and health care professionals, as well as civic groups and not-for-profit organizations.

Ron has twice served as executive director of both the Tennessee and Illinois Intercollegiate Forensic (Speech and Debate) Associations. A member of the American Forensic Association and the Cross-Examination Debate Association, Ron is a past regional governor of Phi Rho Pi, a speech and debate honorary society. Currently, he serves as professor of communication and Director of Forensics at Illinois Central College.

*It's What You Don't Say*



## R.J. Lancaster

Phoenix, Arizona

Ryan (R.J.) Lancaster is a partner with the Cambridge Group, Inc., a firm specializing in management assessment and direction for small- to medium-sized companies throughout the United States and abroad. An instructor in the MBA program at the University of Phoenix, R.J. serves on the policy making board of that University and was chosen "Outstanding Faculty of the Year" for two consecutive years.

Prior to establishing the Cambridge Group with his partners, R.J. spent nearly 20 years in the corporate arena



where he held executive positions in a variety of firms including IBM. Since 1983, R.J. has served primarily as a consultant to service-oriented firms, specializing in strategic planning, marketing strategies, and team building. An accomplished speaker and seminar leader, R.J. holds a B.A. from Arizona State University and an M.I.M. from the American Graduate School of International Management. He is the author of the book *Organizing Your Business*, a how-to handbook on strategic planning and goal setting.

*Moving Up: Building Leadership Skills*



### Kevin Lust

Chicago, Illinois

Kevin Lust is a firm believer in helping people be the best they can be. An inspiring speaker and skilled instructor, Kevin has had extensive experience as a seminar leader in corporate, academic, and community settings.

Kevin brings to every seminar extensive experience in banking and finance, training and personnel management. Immediately before joining the Kansas City-based consulting firm, Pryor Resources, Inc., Kevin was affiliated for many years with a billion-dollar bank holding company where he served as assistant vice president, commercial loan officer, and director of personnel and training.

Kevin has taught numerous courses in banking, personnel management, and business on the college level and is often invited to address various government and professional organizations. Kevin is a graduate of Illinois Wesleyan University with a degree in business administration.

*Managing Multiple Priorities and Tight Deadlines*



### Joseph Mancusi

Washington, D.C.

As president of the Center for Organizational Excellence in Fairfax Station, Virginia, Dr. Joseph Mancusi is frequently called upon for advice by executives at the highest levels of government and industry. In addition to multiple

speaking engagements at the White House, Dr. Mancusi's clients include such Fortune 500 companies as Westinghouse and AT&T, as well as the American Management Association, the Center for Financial Studies, and numerous professional organizations.

As a specialist in organizational development, team building, stress and change management, motivation, and workplace effectiveness, Joe Mancusi has conducted workshops and seminars in more than 35 states, England, and Canada. His work has been widely featured in the electronic and print media, including personal appearances on the NBC Today show, CBS Evening News, and ESPN.

A clinical psychologist by training, Dr. Mancusi was, until 1985, head of the Veterans Administration's psychology program, the largest such program in the world, with responsibility for 1,400 doctoral psychologists and 600 staff in 171 hospitals and 350 clinics. Previously, he served as a medical psychologist at the Nashville VA Medical Center and as Chief of Psychology at the Memphis VA Medical Center. Dr. Mancusi earned his Ph.D. in clinical psychology from Duke University.

*Getting Positive Results from Troubled Employees; Who's Afraid of the Big, Bad Boss?*



### Jim Mancuso

Phoenix, Arizona

Jim Mancuso's background in speech competition on the college level provides the impetus behind the strongly results-oriented approach he brings to adult learners. Jim's career in communication, which spans more than 20 years, includes 10 years of experience coaching nationally ranked collegiate speech and debate teams.

Jim holds bachelors and masters degrees from Arizona State University; has taught speech communications at the secondary, community college, and university levels; and has chaired the Department of Speech Communication, Theatre Arts, and Telecommunications at Mesa Community College. As a reviewer of leading textbooks on communication, Jim remains in the forefront of new developments in his field, thereby helping to ensure that his presentations include state-of-the-art information and fresh ideas for more effective employee interaction and communication.

*Talk It Out: How to Work Things Out at Work; Management Communication*

**Simply stated:  
The #1 Choice in Training  
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## Ann McGee-Cooper

Dallas, Texas

Dr. Ann McGee-Cooper has been described as "the Pied Piper of corporate America." A visionary catalyst for the transformation of American businesses, Dr. McGee-Cooper carries a

message that is reshaping worn out manage-

ment philosophies into new, more creative and effective ones. For the past five years, Dr. McGee-Cooper has worked almost exclusively with two large corporate groups—Fluor Daniel, Inc., a global engineering and construction firm, and Texas Utilities, an electric utility with six wholly-owned subsidiaries—to create a holistic executive development program.

In conjunction with the internationally recognized Experimental Arts Program which she founded and for seven years directed at Southern Methodist University, Dr. McGee-Cooper completed a self-designed doctoral program in creative problem solving at Columbia University where her mentors included Drs. Margaret Mead and Ira Progoff. Later, at Purdue University, she served on the graduate faculty for Creative Arts, developing an experimental program designed to awaken latent creativity in post-doctoral science and engineering students.

A noted speaker and writer, Ann McGee-Cooper has authored several books, including *Building Brain Power* and *Time Management for Unmanageable People*. Her most recent, *You Don't Have to Go Home from Work Exhausted: The Energy Engineering Approach*, is the basis for her presentation here on our campus.

*You Don't Have to Go Home From Work Exhausted*

## Kay McGuire



Kay McGuire, MSW, is the founder and director of the Center for Creative Communication and has more than 12 years of experience in helping people develop their interpersonal skills.

Through her private counseling practice and as a consultant to business and health care organizations, Kay combines her perceptive evaluations with insightful attitudes and positive caring for everyone with whom she works.

Known for her sensitive and sincere professionalism, Kay has been interviewed by host Gary Collins on the nationally syndicated "Hour Magazine" television show. She also has been interviewed for articles in *Woman's Day* and *The News-Gazette*. A member of the National Association of Executive Females, National Association of Social Work-

ers, and National Speakers Association, Kay is a consultant for the nationally known firm of Personal Performance Consultants and a certified consultant with Performax Systems.

*What's Your Style? Assessing Your Personal Profile at Work*

## John Placona

Tempe, Arizona



Some people look on grammar as a tedious subject. John Placona thrives on it. In fact, when it comes to leading seminars, John's specialties are business writing, grammar usage, communication skills, proofreading, and copywriting.

John began his career as head of a high school English Department. He was the first in his school district to develop and use departmental examinations and was chosen to serve on several North Central Evaluation teams charged with assessing school performance. Following his promotion to assistant principal, John's responsibilities shifted from a single classroom to maintaining smooth operation of an entire school with special emphasis on student activities.

John completed his undergraduate studies in English at Hamilton College and went on to earn a master's degree in English from Colgate University. In addition, he holds a Principal's Certificate from Arizona State University.

*The Grammar and Usage Seminar*

## Jo Ann Ribelin



A full-time instructor in the Office Career Program at Parkland College, Jo Ann Ribelin knows the ins and outs of records management and business office organization. Over a career spanning more than 30 years, Jo Ann has taught courses in accounting, business

English and math, business communications, office procedures, records management, shorthand, typewriting, and word processing on both the college and high school levels. In addition, from 1973-79, she served as an instructor in the Urbana Adult Education program.

Jo Ann holds a bachelor of science in business education from Eastern Illinois University, as well as a master's degree in education from the University of Illinois.

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## Tom Schenck

Tom Schenck brings the perspectives of both trainer and entrepreneur to his third year as an instructor in our program. Active for many years as a trainer in Illinois, Tom opened his own management and marketing consulting firm, Schenck Development Group. He will again conduct electives in the Professional Supervisor Certificate Program.

Tom has served as a consultant to Illinois Power Company, where he developed and presented workshops on presentation skills, speaker skills, and conflict management; developed a standard evaluation form for training; and designed, implemented, and analyzed a company wide training needs assessment survey. As co-facilitator for the 9th Annual Effective Leadership Conference, Tom conducted public speaking workshops and led a discussion series for all participants.

Tom holds an M.A. in organizational communication and a B.A. in psychology from the University of Illinois.

*The Leadership Challenge; Welcome Aboard; The Attitude Virus; More Than Money; Meeting the Meeting Challenge; Me! and We; You Know What I Mean*



## John Schlacter

Tempe, Arizona

John Schlacter's interest in the behavioral aspects of organizations and the marketplace makes him the ideal leader for seminars on subjects related to supervision and performance management.

A professor of marketing and assistant department chair in the College of Business at Arizona State University, Dr. Schlacter has more than 15 years of experience in marketing and management consulting. Much of his work has focused on organizational development, motivation, leadership, strategic planning, and market research for industrial, wholesale/retail, service, and trade organizations. He has consulted with businesses of all sizes, from Fortune 500 companies to owner-managed firms.

John is an active participant in the Center for Executive Development and the First Interstate Center for Services Marketing at Arizona State University where he teaches in the MBA for Executives program. He is also a faculty member of both the Field Sales Management Institute and the Graduate School of Sales Management and Marketing sponsored annually at Syracuse University by Sales and Marketing Executives International. In addition, John is

frequently invited to participate in executive and management development programs throughout the United States and abroad.

Dr. Schlacter holds a bachelor's degree from Case Western Reserve University and MBA and Ph.D. degrees from The Ohio State University.

*Preventive Management I and II; Creating a Productive Work Environment*



## Joanna Slan

Joanna Slan began her public speaking career 10 years ago with a seminar for a local Chamber of Commerce. Since then she has hosted her own television show and made presentations to groups of all sizes. Her work in the communications field has appeared on television, and in print media all over the nation.

Joanna is part of the 4% of all public relations practitioners who have been accredited by the Public Relations Society of America (PRSA). As a member of the national board of Women in Communications, Inc., she represented communicators in a six-state region. Her work in communications, public relations, writing and marketing has been honored by PRSA, the American Farm Bureau Association, the Newspaper Advertising Bureau and the National Association of Music Merchants.

In addition to training others to be more effective communicators, Joanna has presented numerous personal development seminars. "Life is all about changing and taking risks. I like to help people discover their options," she says.

Joanna is a graduate of Ball State University. She has taught public relations for Illinois State University. Currently, she serves as a training consultant for the Illinois Government Assistance Instructional Network.

*Mastering Change*



## Kevan Staples

Houston, Texas

Skilled in analysis, presentation, and implementation of effective solutions, Kevan Staples has provided consulting services to businesses on both the national and international levels. His professional experience includes the development of systems for major transportation industries and sales programs for retail businesses. In addition, Kevan has been responsible for the profitability of companies with

annual sales of \$3-5 million. Kevan studied business administration at the University of Missouri, and has received additional training in professional selling skills and interpersonal management skills.

A polished speaker, Kevan is known for his ability to motivate people. He believes in setting and maintaining high standards not only for his audiences but for himself. That belief is reflected in the creative solutions he offers for more accurate and effective business writing.

*Business Writing for Results; How to Proofread*



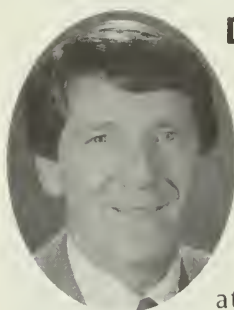
### **Jim Trail**

Jim Trail gives more than lip services to the subject of employee relations. He draws on 30 years of personal experience as a manager. For the last three decades, Jim has been a Civil Engineer in Operations and Maintenance at the University of Illinois. Aside from engineer-

ing, his responsibilities have included employee management, training and negotiation.

In addition to completing his bachelors, masters, and doctoral degrees at the UI, Jim has gone on to earn his Professional Supervisor Certificate through Staff Development. His training in the field of management includes courses in advanced management practices, supervisory development, and the psychological aspects of supervision.

*Up Is Not the Only Way*



### **Dean Tucker**

Charleston, Illinois

The current principal at Charleston High School, Dean Tucker has drawn on his extensive experience in working with people to develop seminars on attitude improvement and motivation.

In 22 years of public education, he has served as an administrator, history teacher, counselor, and head coach on the varsity level. Yet Dean has still found time to gather knowledge about and gain experience in the fields of hotel management, law enforcement, retail sales, and radio sports broadcasting. His seminars, which are designed to motivate audiences interested in personal and professional growth, have drawn rave reviews from service organizations, universities, law enforcement agencies, private businesses, salespeople and educators.

His secret? "Countless times I have seen the powerful results inherent with a positive self-concept," Dean

explains. "Only with this tool can organizational teams develop the skills and abilities to function prosperously."

*How to Develop Better Support Staff; Is Coffee Break the Best Part of Your Day?*



### **Earl Washington**

Phoenix, Arizona

As a workshop developer and facilitator in the area of communication, Earl Washington has consistently received nearly perfect ratings from his audiences and repeat invitations to speak from

sponsoring organizations. With more than 20 years of managerial and entrepreneurial experience in the human resources and human development fields, Earl brings to each session the kinds of insight, sensitivity, and humor that results in a positive learning experience.

Earl is a graduate of Whitworth College with a degree in economics. Prior to founding his own consulting firm, Earl served as director of Human Resources for GTE, and Assistant Director for Washington State Human Rights Commission, and is currently manager of Training and Development for Allied-Signal Aerospace Company.

*Skills for Managing a Diverse Workforce*



### **Joseph Zaccaria**

Dr. Joseph Zaccaria combines a healthy dose of practical work skills with humor and real-life examples in his teaching of the core courses required for our Professional Supervisor Certificate Program.

Joe, a professor of educational psychology at the University of Illinois, believes that participants in his classes benefit more from "nuts and bolts" examples of real situations than from textbook theory and lecture. So he strives to ensure that students understand what's going on in the workplace and then, on the basis of their understanding, learn to take appropriate action. And although Joe emphasizes workplace skills, he finds that many of the concepts and techniques he covers in class are equally applicable at home.

Joe earned his doctorate in counseling and student personnel administration from Columbia University. He holds a master's degree in classroom instruction and an advanced certificate in counseling and guidance.

*The Professional Supervisor (Supervision 100); Planning and Organizing for Supervisors (Supervision 101); Directing and Controlling for Supervisors (Supervision 102); Accelerated Supervision; How to Avoid the Most Common Mistakes of Supervisors*



# The Professional Supervisor Certificate Program

## University of Illinois' Supervisory Certificate Program

Research has shown that managing personnel is the toughest part of supervising. To successfully oversee today's work force, a supervisor needs strong "people skills." The Professional Supervisor Certificate Program (PSCP) is designed to provide them.

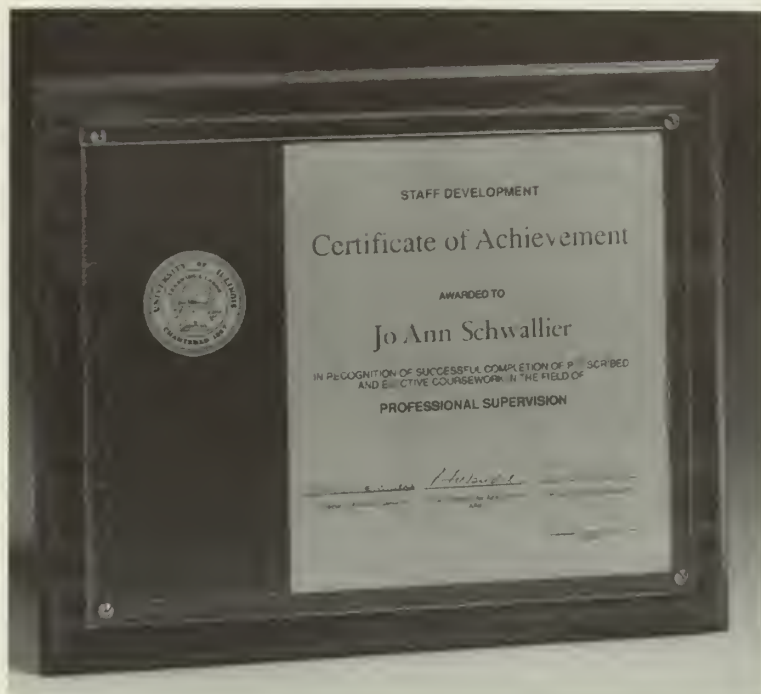
### Why a certificate program for supervisors?

Because training can make the critical difference between a good supervisor and a mediocre one. For years, supervisors who recognized the value of training have enrolled in classes whenever they felt the need to polish old skills and cultivate new ones. With the University of Illinois' Professional Supervisor Certificate Program (PSCP), they can acquire training as part of a structured program and earn a certificate for their efforts.

The certificate program is an organized approach to supervisory training. The curriculum has been designed to ensure that each participant receives certain fundamental core courses which focus on the most basic functions of the supervision process: planning, organizing, directing, and controlling. Additional courses may be selected, based on individual needs and interests, from a wide range of electives.

### What are the advantages?

As a participant in the PSCP, you will join a select group of professionals who desire to improve their job skills and expand their overall knowledge so that they can perform more effectively in the workplace. By attending required and elective seminars, you become part of a personal and professional network of supervisors who have similar work concerns and face day-to-day challenges that are, in many ways, identical to your own. Time and again, participants



have told us that one of the most valuable benefits of the PSCP is the opportunity to present on-the-job problems and find solutions to them through directed class discussions.

In addition to the benefits you will enjoy from interaction with your peers, the PSCP also affords you the opportunity to learn directly from "the pros." Every member of our teaching staff has been selected with care.

Our regular faculty, some of whom are drawn directly from the University community, know firsthand the concerns of campus supervisors. And from their work as outside consultants to a variety of public and private sector organizations, they bring an additional—off-campus—perspective to the classroom.

## PROFESSIONAL SUPERVISOR GRADUATES (SEPTEMBER 1989-JUNE 1991)

Michelle Ackerman  
College of Medicine

Peggy Ball  
AISS

Cheryl Blackburn  
Operations and  
Maintenance

Charlotte Brownfield  
Computer Science

Joyce Canaday  
Forestry

Sharon Conatser  
Agronomy

Roletta Ammons  
Study Abroad Office

Cathy Ballew  
Economics

Amy Boschart  
Engineering  
Administration

Paula Burwell  
AISS

Barb Cicone  
Computer Science

Connie Coleman  
Chemistry

Susan Anderson  
Agronomy

Carrie Bohrer  
Chemical Science

Dorinda Byers  
Quick Copy

Brian Cockerham  
Telecommunications

Marsha Davis-Hubert  
Economics

In order to provide the most well-rounded, up-to-date program possible, we also bring in numerous guest presenters throughout the year. Each is an expert in his or her subject, and every one of our guest lecturers is equally adept at communicating that subject clearly and powerfully.

You'll have the opportunity to begin building your own professional library for future reference using not only the class handouts you'll be receiving, but also by taking advantage of the Management Development Reprint Service described on page 58. As a participant in the PSCP, you can begin your library immediately by ordering several reprints at no charge.

Upon successful completion of the PSCP, you will receive a certificate mounted on a 10.5 x 13 inch wood plaque ready for hanging in your office. That certificate, along with the transcript of courses completed, demonstrates to superiors and colleagues alike that you are serious about being a "professional supervisor."

**How does the certificate program work?**

The program consists of three elements: certificate enrollment, core seminars, and electives. To complete the requirements, a participant *must* register for the certificate, complete the core courses, and complete 30 Staff Development Units (SDUs) from among the accepted elective courses. (For a more complete description of SDUs, see page 4.) You will find the amount of SDU credit indicated as a part of each course description.

**1. Certificate Enrollment**

To receive the Professional Supervisor Certificate, participants must formally enroll in the program. You may register for the certificate at any time; however, your requirements for completion of the certificate are those that are in effect at the time you formally register. Participants pay a one-time enrollment fee of \$30. (Important: Payment of the certificate enrollment fee does not constitute course enrollment; course registrations are handled separately.)

**2. Core Seminars**


The seminars in this category may be taken in any order. However, program participants should be aware that each seminar is offered only a few times per year and should therefore plan accordingly as follows:

- The Professional Supervisor (Supervision 100) *October and January*
- Planning and Organizing for Supervisors (Supervision 101) *October and February*
- Directing and Controlling for Supervisors (Supervision 102) *November and March*
- Learning to Think Like a Manager (Supervision 103) *October, November, February, April*

Accelerated Supervision is available to participants who want to complete their required courses in a shorter period of time. See page 27 for details.

**3. Electives**

Any combination of supervisory and management development seminars, human relations programs, some job management and self development programs.

Described in this catalog and bearing the  (Professional Supervisor Certificate) symbol may be elected to equal the required 30 Staff Development Units (SDUs).

Elective seminars are conducted from September 24 through May. Since each year's program reflects the needs of the campus, a seminar offered in the current year may not be offered in future years. Elective courses available in 1991-92 are shown at the end of this section as well as several examples of Professional Supervisor Programs. Additional electives will be offered beginning in Fall 1992.

**What does it cost?**

Admission into the Professional Supervisor Certificate Program requires a one-time enrollment fee of \$30. Registration fees for individual courses vary.

**How long does it take to complete the program?**

Some supervisors are able to complete the entire program in one year; however, we recommend scheduling your seminars over a two-year period.

Patsy Demlow <i>Executive Development Center</i>	Wil Dixon <i>Telecommunications</i>	Betty Everence <i>Ag Experiment Station</i>	Michael Gocker <i>West Lafayette, Indiana</i>	Peggy Harris <i>Office of the Board of Trustees</i>	Donna Hart <i>University of Illinois (Chicago)</i>
Glenn Dillman <i>Telecommunications</i>	Fred DeBois <i>Student Accounts and Cashiering</i>	Jeff Fairchild <i>School of Life Sciences</i>	Rebecca Gustafson <i>Accounting Division</i>	Rose Harris <i>Coordinated Science Laboratory</i>	Tonya Henze <i>Psychology</i>
Chryl Dixon <i>Admissions and Records</i>	Karena Elliot <i>Agriculture Administration</i>	Jean Foster <i>Krannert Center for the Performing Arts</i>	Michael Hari <i>Operations and Maintenance</i>		Cheryl Herring <i>NCSA</i>



## ***Are supervisory courses open only to those enrolled in the Certificate Program?***

No. All core seminars and electives are open for individual enrollment without admission into the Professional Supervisor Certificate Program. Later, should you decide to enroll in the program, any eligible courses taken since September 15, 1989, will count toward completion of your certificate. You are considered enrolled in the PSCP upon payment of the \$30 enrollment fee.

## ***How is credit earned?***

Attendance at class sessions is required in order to earn credit for each course. Our records are based on attendance rosters compiled at each seminar. To ensure that you receive credit for attending the course, be sure that you are counted and that your name appears on the roster that is turned in to Staff Development by the instructor.

## ***How do I know when I have completed the program?***

It is the responsibility of each participant to keep track of Staff Development Units earned and to inform our office when nearing completion of the requirements for obtaining the Certificate. We will then compare your records with our records and place a transcript of courses completed into your permanent personnel file (staff only).

## ***Is counseling available to help me get started?***

Yes. Staff Development provides enrollment counseling to assist participants in the selection of elective seminars. Participants are given guidance in appropriate selections based on their current working situations, career ambitions and goals, and training and educational background. Counseling appointments can be made by calling us at 333-8342.

## ***Is counseling required? Can I design my own course of study?***

No and yes. Although we strongly recommend that participants sit down early on with one of our staff members to go over the course requirements and electives, those who would rather design their own course of study are certainly free to do so. A word of caution, however . . .

if you decide to pursue the self-designed route, please be sure to keep the following in mind:

- ✓ *Schedule your core requirements first.* You do not have to take the core courses in any particular order; however, for purposes of continuity, we suggest that you try to schedule them sequentially (100, 101, 102, and so on). Keep in mind, too, that it is not necessary to complete core requirements before going on to electives. You may enroll in elective classes at any time during the course of your study.
- ✓ *When selecting electives, go for balance.* The most effective supervisors are those who are well-rounded in a variety of subjects. For the best possible experience, we suggest alternating general management seminars with courses on subjects related to your individual supervisory situation and interests.
- ✓ *Double check those Staff Development Units.* Make sure that the seminars in which you are enrolling are seminars that will, in fact, count toward the 30 units needed for your Professional Supervisor Certificate. All seminars offered in our program earn Staff Development Units; however, **not all seminars earn Professional Supervisor Certificate credit.** Those that do earn credit are indicated with the symbol **PSCP**. We encourage you to enroll in courses outside of supervision . . . just be sure you recognize that some of them may not count toward your certificate.
- ✓ *Monitor your program from time to time to ensure that you are achieving balance.* Your certificate won't be as valuable to you if all of your coursework is related to your own personal development rather than to your ability to deal comfortably with your management and supervisory responsibilities. For that reason, we encourage you to choose courses that guarantee a healthy balance between the two.
- ✓ *Keep track of your progress.* Each participant is responsible for tracking his or her progress toward completion of the requirements for the Professional Supervisor Certificate. We suggest, however, that you check with us from time to time to make sure that your records compare favorably with our records.

Mary Jo Hettinger  
Chemistry

Norma Jackson  
Ag Experiment Station

Shirley Jones  
Beckman Institute

David Livingston  
Operations &  
Maintenance

Robin Mahannah  
Medical Information  
Science

Ida McNutt  
Veterinary Medicine

Mary Hosier  
Mailing Services

Bill Jamison (deceased)  
University Audits

Linda Kennedy  
Accounting Division

Pat Livingston  
Extramural Courses

Don May  
School of Life Sciences

Roger Medrow  
Central Stores/Central  
Receiving

Phyllis Ingleman  
Chemical Science

Shirley Jenkins  
Ag Services

Danial Lienard  
Chemical Sciences

Deborah Logan  
Accounting Division

David McCall  
Quick Copy Centers

Natalie Moore  
Chemical Sciences

Can I be sure this program is worthwhile?

Yes, you can. Whether you are already a supervisor, or are hoping to advance to a supervisory level in the future, enrollment in the PSCP is one of the best things you can do for yourself and your career.

But don't just take our word for it. Ask someone who knows.

A total of 88 University of Illinois employees and community friends have earned their Professional Supervisor Certificates since the program began in 1989. We've included a complete list of program graduates on these pages. We encourage you to seek them out. Ask any of these graduates to share their experiences. They'll tell you what completion of the Professional Supervisor Certificate Program has meant for them . . . and what it can mean for you!

Examples of the Professional Supervisor Certificate Program

With the wide variety of elective seminars offered, each program participant can create the curriculum that is best suited to his or her own particular needs. We've offered two examples of how that might be done, but the possibilities are virtually unlimited!

What more  
could you ask for?  
333-8342

Watch for the **PSCP** !  
Seminars eligible for supervisory  
certificate credit.

Example 1

Core Requirements

- The Professional Supervisor (Supervision 100)
- Planning and Organizing (Supervision 101)
- Directing and Controlling (Supervision 102)
- Learning to Think Like a Manager (Supervision 103)

Electives

Tough Times Are Here to Stay: Doing Better with Less . . . . .	4.0 SDU
Creating a Productive Work Environment . . . . .	3.5 SDU
Managing Motivation, Morale and Money . . . . .	4.0 SDU
A Passion for Excellence . . . . .	2.0 SDU
Policy and Rules: What Every Supervisor Needs to Know . . .	1.5 SDU
Facing Up to Judgment Day:	
Managing Performance Appraisal . . . . .	3.0 SDU
Who's Afraid of the Big, Bad Boss? . . . . .	4.0 SDU
The Power of the Self-Fulfilling Prophecy . . . . .	2.5 SDU
How to Develop Better Support Staff . . . . .	2.5 SDU
Promises, Promises: The 100% Test . . . . .	1.5 SDU
The Attitude Virus . . . . .	1.5 SDU
<hr/>	
Total . . . . .	30 SDU

Sharon Murray Library-IRRC	Elaine Nicholas Center for Supercommuting Research and Development	Paul Ochs Operations & Maintenance and Craver's Delights	Cathy Reisner Central Stores	Sheila Roberts International Programs and Studies	Jean Runyon Civil Engineering
Marlene Neeley Police Training Institute			Ron Reynolds University Audits		Ray Sanden Student Accounts and Cashiering
Sheryl Netherton Coordinated Science Lab	Sharon Norman Ag Library Project	Barbara Perrero University Counsel	Gloria Ring University Audits	Heidi Rockwood Engineering Administration	Ruth Sattazahn Ag Engineering



## 1991-92 Electives\*

### Managing in Tough Times

Tough Times Are Here to Stay:

Doing Better With Less

You Don't Have to Go Home From

Work Exhausted: The Energy

Engineering Approach

Creating a Productive Work Environ-  
ment

Moments of Truth: The Supervisor's  
Role in Supervising Service

Keep 'Em Laughing: How to Lighten  
Things Up at Work

Managing Multiple Priorities and  
Tight Deadlines

Managing Motivation, Morale, and  
Money

Moving Up: Building Leadership  
Skills for Management

### The Manager's Edge

A Passion for Excellence

Beware the Naked Man Who Offers  
You His Shirt

What They Don't Teach You at  
Harvard Business School

The Leadership Challenge: How to  
Get Extraordinary Things Done in  
Organizations

(Continued on next page.)

\*These seminars, found throughout this catalog, meet the requirements for inclusion as electives in the PSCP. [See page 1 for page numbers of descriptions.]

## Example 2

### Core Requirements

Accelerated Supervision

Learning to Think Like a Manager

### Electives

1991 Affirmative Action Fall Roundtable .....	1.0 SDU
Investing in Diversity .....	1.5 SDU
Take Action: Sexual Harassment Issues .....	1.5 SDU
What's Your Style? Assessing Your Personal Profile .....	3.0 SDU
You Don't Have to Go Home from Work Exhausted .....	4.0 SDU
Moments of Truth: The Supervisor's Role in Supervising Service .....	4.0 SDU
Progressive Discipline .....	3.0 SDU
Managing the Overworked, Understaffed Team .....	4.0 SDU
More than Money .....	1.5 SDU
Up is Not the Only Way .....	1.5 SDU
Documentation Dilemma .....	1.5 SDU
It's What You <i>Don't</i> Say .....	3.5 SDU
<hr/>	
Total .....	30 SDU



*"I highly recommend the Staff Development program. The seminars were excellent, the handouts received are valuable tools, [and] the instructors were well-informed and helpful. . . . I'm very thankful I was able to participate in the program. . . ."*

Rebecca Gustafson  
Accounting Division

Janet Schisler-Lulloff  
Krannert Center for the  
Performing Arts

Jo Ann Schwallier  
Police Training Institute

Gary Sergent  
Veterinary Medicine

Tonya Spese  
Chemical Sciences

Sara Starkey  
Beckman Institute

Lauren Stokes  
Graduate College

Carlos Suchicital  
Arizona State University  
(formerly Beckman  
Institute)

Denise Suerth  
WILL Radio

Jim Trail  
Operations and  
Maintenance

Gail Vail  
Chemical Sciences

Gerald Warmbier  
Photo Services

Sandy Waterstradt  
Plant Pathology

Nancy Webster  
Chemical Science

Rick Weinberg  
Institute of Aviation

Linda Wicklund  
Library Administration

Gayle Wildman  
Capital Programs

Leatha Williams  
(formerly Commerce  
Library)

## Employee Relations

Policy and Rules: What Every Supervisor Needs to Know  
Facing Up to Judgment Day: Managing Performance Appraisal  
Progressive Discipline Made Easy  
Who's Afraid of the Big, Bad Boss?  
Keys to Effective Employee Relations

## Applications of Supervisory Practice

The Power of the Self-Fulfilling Prophecy  
How to Avoid the Most Common Mistakes of Supervisors  
How to Develop Better Support Staff

## Performance Management

Preventive Management: Parts I and II  
Part I: Why Employees Don't Do What They're Supposed to Do  
Part II: Face to Face: Coaching for Improved Performance  
Managing the Overworked, Understaffed Team  
Getting Positive Results from Troubled Employees  
Constructive Criticism: How to Build Better Performance

Success  
can be yours!  
333-8342

## Communication Issues

Business Writing for Results  
Management Communication  
Skills for Managing a Diverse Work Force  
The Art of Persuasion  
It's What You *Don't* Say

## Managing Within the Law

The Documentation Dilemma: Can Recordkeeping Get You in Trouble?  
The Supervisor's Role in Employee Privacy  
Promises, Promises: The 100% Test

## Refresher Seminars

Welcome Aboard  
The Attitude Virus

More Than Money  
Meeting the Meeting Challenge  
Me! and We  
You Know What I Mean  
Up Is Not the Only Way

## Human Relations

Take Action: Sexual Harassment Issues and Prevention  
Investing in Diversity  
1991 Affirmative Action Fall Roundtable

## Self Development

What's Your Style? Assessing Your Personal Profile at Work  
How to Work With Difficult People  
Motivating Yourself for Job Success



*"As a 26+ year employee of the University, I've taken several 'training and development' courses over the years. . . . few, if any, of the previous offerings can even be compared to what Staff Development has now created. . . . All staff should be encouraged and allowed to attend."*

Ray Sanden  
Office of Student Accounts and Cashiering

Robert Williams  
Physics

Katie Wood  
Office of Vice Chancellor  
for Research

George Wolfelin  
Accounting Division

Rhonda Wrona  
LAS Administration

# TRAINING FOR SUPERVISORS AND MANAGERS

Good supervisors are made, not born. And in today's turbulent economic world, only the very fittest will survive. The courses in this section have been designed to prepare you for the current revolution in management practices and organizational structure.

The winners in the supervision/management "game" will be those—and only those—who are able to adapt quickly to rapidly changing employee needs and market conditions. So whether you are contemplating a move up the career ladder to a supervisory position or looking to improve your skills for the job you now hold, you'll need to know how to play the game with finesse and skill. These courses can help. Taught by seasoned professionals—many are supervisors themselves, in fact—each course concentrates on specific skills that will help you be a better supervisor today . . . and tomorrow.

The programs described below can be taken on their own or, in many cases, used to fulfill the requirements for the Professional Supervisor Certificate Program (see page 21).

As with all of our seminars, available spaces are limited and tend to fill up quickly. We encourage you to select the seminars that interest you and call Ranae Buhr now at 333-8342 to register by phone. Of course, you may register at any time from this catalog or from any of our newsletter announcements later in the year if space is available.

## Core Seminars

### **PSCP** The Professional Supervisor (Supervision 100)\*

An overview of supervision covering the role and responsibilities of supervisors, characteristics of successful supervisors, common mistakes and how to avoid them, with an emphasis on developing your own supervisory style.

\*Required for completion of the Professional Supervisor Certificate Program.

#0991; Tuesday, October 22, 1991; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria

#4192; Tuesday, January 21, 1992; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria

### **PSCP** Accelerated Supervision

Prefer not to let required courses drag over a semester or two? Here's an offer you can't refuse. Our Accelerated Supervision program lets you take Supervision 100, 101, and 102 in a single day and save money at the same time! Spend just one full day at the Allerton Park and Conference Center and come away with all the basic information you need to be a better supervisor . . . plus completion of three of the four core courses required for the Professional Supervisor Certificate Program. Note: Program fee covers all breaks and lunch.

#2891; Tuesday, November 26, 1991; 8:30-4:30; Allerton Park Conference Center; \$119; 0 SDU; Joe Zaccaria

*Don't hesitate!  
Don't miss out!  
Register today!*



---

## **PSCP** Planning and Organizing for Supervisors (Supervision 101)\*

Discussion and activities focus on the value of planning and organizing, writing clear and measurable objectives, determining resources, analyzing tasks and work flow.

\*Required for completion of the Professional Supervisor Certificate Program.

**#1591; Tuesday, October 29, 1991; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria**

**#5692; Tuesday, February 18, 1992; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria**

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## **PSCP** Directing and Controlling for Supervisors (Supervision 102)\*

Discussion and activities focus on leadership style, removing barriers to communication, determining motivation strategy, and developing performance standards and monitoring procedures.

\*Required for completion of the Professional Supervisor Certificate Program.

**#2091; Tuesday, November 12, 1991; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria**

**#6692; Tuesday, March 17, 1992; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 0 SDU; Joe Zaccaria**

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## **PSCP** Learning to Think Like a Manager (Supervision 103)\*

The transition from worker to supervisor is a tough one. When you change your title, you must also change your attitude. Suddenly, you're in charge; you coordinate rather than carry out projects and the people who were your peers are now your subordinates. In this course, supervisors begin to get a grip on their new role by learning to see the workplace from a different perspective and by taking charge of their own professional growth. Includes a copy of the book *Management By Hassling* by James Kuhn.

\*Required for completion of the Professional Supervisor Certificate Program.

**#0791; Tuesday, October 16, 1991; 9:00-10:30 a.m.; Room 226, 505 East Green; \$22; 0 SDU; Jeff Brownfield**

**#2291; Friday, November 15, 1991; 9:00-10:30 a.m.; Room 226, 505 East Green; \$22; 0 SDU; Jeff Brownfield**

**#5092; Friday, February 7, 1992; 9:00-10:30 a.m.; Room 226, 505 East Green; \$22; 0 SDU; Jeff Brownfield**

**#7392; Friday, April 2, 1992; 9:00-10:30 a.m.; Room 226, 505 East Green; \$22; 0 SDU; Jeff Brownfield**

## Electives

Electives are open to everyone regardless of whether they are participating in the Professional Supervisor Certificate Program. Those who wish to complete certificate requirements should choose from the electives that follow in this section. There are additional electives described elsewhere in this catalog under the Job Management heading and the Self Development heading. *Please note, however, that while all seminars earn Staff Development Units (SDUs), not all earn Professional Supervisor Certificate credit.* Only those courses displaying the **PSCP** symbol may be used to fulfill certificate requirements.

This year, to make it easier for you to select the electives that best match your career interests and needs, we have grouped these courses by subject. Now, you can go directly to the subject areas you find most appealing. We encourage you, however, to take a look at every subject heading and read through all the course descriptions. A wealth of valuable information awaits you in every class offered through Staff Development. Don't miss out!

### Managing in Tough Times

Tough times require renewed commitment and innovative solutions. As a supervisor, you can't expect your staff to ride out turbulent economic conditions alone. To keep morale high and productivity up, you must be the one to set a good example and provide meaningful direction. The following seminars have been designed to help you and your staff weather . . . with good-natured cooperation and renewed dedication . . . whatever tough times may lie ahead.

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### **PSCP** Tough Times Are Here to Stay: Doing Better With Less

*Special Staff Development Feature: See page 9.*

Doing better with less: It's an issue we're all being forced to confront. Using a combination of direct involvement techniques, real-work situations, small group discussions, and round-robin responses, seminar presenter Ron Canham shares ideas on how to remain motivated during these times of uncertainty and rapid change. Participants will learn the value of focusing on doing what's important rather than dwelling on negative thoughts. Tough times may be here to stay, but thanks to this refreshing approach to the subject, we're sure to weather them with greater confidence.

**#0291; Wednesday, October 30, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Ron Canham**

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**PSCP You Don't Have to Go Home from Work Exhausted: The Energy Engineering Approach**

*Special Staff Development Feature: See page 10.*

Ask yourself this question: When you finally find time for fun, are you too tired to have it? If your answer is yes, you could be a prime candidate for energy engineering, Dr. Ann McGee-Cooper's unique approach to revitalizing your life and career. You'll learn where you fit in the three celebrated profiles of corporate America—Perfectionism, Fast Track Careerism, and the Superhuman Syndrome—and how they may be sapping your energy level. In addition, you'll acquire tips for renewing your energy and learn to leave so-called "bad habits" like a messy desk well enough alone. Come to this seminar dressed for fun and expect to go away with many life-changing insights!

**#1791; Tuesday, November 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$79; Ann McGee-Cooper**

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**PSCP Creating a Productive Work Environment**

Supervisors play an integral role in structuring a productive work environment. Using a combination of discussion, exercises, and self-assessment instruments, seminar participants will explore the value of motivation in releasing employee potential and discover the link between behavior, needs, and appropriate leadership response.

**#2591; Tuesday, November 19, 1991; 1:00-4:30 p.m.; 3rd Floor, Levis Faculty Center; 3.5 SDU; \$59; John Schlacter**

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**PSCP Moments of Truth: The Supervisor's Role in Supervising Service**

Good service begins at the top. If a supervisor doesn't understand the importance of providing customer service, it's a sure bet his or her employees won't either. This workshop covers the seven key components of managing customer relations and how to create an environment that supports them. Participants will discuss key "moments of truth," as well as techniques for supervising those employees who are on the "front line" in customer relations positions.

**#2791; Friday, November 22, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Ron Canham**

Call  
Ranae today  
333-8342

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**PSCP Keep 'Em Laughing: How to Lighten Things Up at Work**

All work and no play makes Jack (and Jill) not only dull but a lot less productive than he (she) could be. Recent research has revealed that when humor and work go hand in hand, employees are happier, healthier, and considerably more productive. Now, here's the University of Illinois' resident humorist, Tony Clements, to show you how. He'll keep you laughing as you learn . . . how to recognize when humor is appropriate and how humor can be used to enhance the quality of the work experience and break down barriers between people. You'll learn the difference between standup comedy and humor, develop a keener eye for humorous situations, and practice being the butt of the joke. Come to this session prepared to grin and bear it. In this seminar for supervisors, everyone is fair game!

**#4392; Wednesday, January 22, 1992; 10:00-12:00; 3rd Floor, Levis Faculty Center; 2.0 SDU; \$39; Tony Clements**

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**PSCP Managing Multiple Priorities and Tight Deadlines**

*Special Staff Development Feature: See page 11.*

Does your "in" box overflow? Does every phone call bring a crisis? Are there too many projects and not enough hours in your day? Leave your cluttered desk behind for a few hours to attend this seminar. We guarantee you'll return to it ready to take charge of your life and your work by using skills learned in this course that will help you deal with dozens of "top" priorities—without the long workdays, stress-filled schedules, sleepless nights, and panic that have plagued you in the past.

**#5392; Thursday, February 13, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Kevin Lust**

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**PSCP Managing Motivation, Morale, and Money**

Lack of motivation is the single most serious deterrent to employee productivity. Even the most capable workers may be underachievers simply because they are not motivated and they do not care. Can you force them to care? Probably not. What you *can* do, however, is attend this seminar. In just a few hours, you will learn practical strategies for discovering what your employees want, need, and expect. From that information, you'll go on to develop a plan of action that will increase employee satisfaction and generate greater productivity.

**#6992; Friday, March 20, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Ron Canham**



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## **PSCP** Moving Up: Building Leadership Skills for Management

Just because you hold the title of manager or supervisor doesn't automatically make you a leader. This seminar, however, can. You will learn the common traits that separate leaders from managers, as well as 25 ways to spot the "perfect" leader. You'll explore the reasons why some managers fail and discover how to increase your leadership skills by understanding the five critical factors that can ensure your success. For every manager who's ever wanted to inspire people to get things done, this seminar is a must.

#8292; Friday, May 8, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$79; R. J. Lancaster

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### **The Manager's Edge**

Ever feel like there are just not enough hours in the day? You know you should keep up with the latest managements trends, but you just don't have the time to sit down and read the books other managers and the media are talking about. The seminars under this subject heading can help give you the edge. Each involves a brief discussion session focusing on one of today's favorite business books. And since all the main points will be brought out in the discussion, we don't require that participants read the book in order to participate. (You might want to listen to them, however. Some of them are described in our Manager's Edge Books-on-Tape program described on page 49.)

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## **PSCP** A Passion for Excellence

The management revolution inspired by the book *In Search of Excellence* continues. Now, co-authors Tom Peters and Nancy Austin show how managers at every level in all kinds of organizations can join that revolution. *A Passion for Excellence* is not a book of theory, nor is it a how-to book in the traditional sense. It is an observation and celebration of excellence, a book filled with practical suggestions every innovative manager will find invaluable.

#3191; Wednesday, December 4, 1991; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; Tom Costello

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## **PSCP** Beware the Naked Man Who Offers You His Shirt

In his second book, Harvey Mackay, author of the best-selling *Swim With the Sharks Without Being Eaten Alive*, offers

nothing less than a roadmap for your career. Whether you're just starting up the career ladder or have already made it to midpoint, this book will help you make the most of every working moment. You'll learn how to do what you love, love what you do, and deliver more than you promise.

#7092; Friday, March 27, 1992; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; Tom Costello

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## **PSCP** What They Don't Teach You at Harvard Business School

Learn the secrets of getting ahead from author Mark McCormack, founder of the multi-million dollar International Management Group and the man credited with turning sports into big business. McCormack shares his experience, technique, and wisdom in this street-smart guide that will start you thinking about your job in a whole new light.

#7692; Tuesday, April 28, 1992; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; Tom Costello

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## **PSCP** The Leadership Challenge: How to Get Extraordinary Things Done in Organizations

Authors James Kouzes and Barry Posner show that leadership is not the private preserve of a few charismatic men and women, but a learnable set of practices that virtually anyone can master. Based on their in-depth research and interviews, Kouzes and Posner reveal surprising alternatives to traditional ideas about management. And they explain the practices common to successful leaders—challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart.

#8592; Friday, May 15, 1992; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; Tom Schenck

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### **Employee Relations**

Approximately 90 percent of the problems that confront supervisors every day involve people. Understanding why people behave as they do is important, but understanding how to manage such behavior is the real key to supervisory success. Participation in the Employee Relations programs offered by Staff Development is one way supervisors and managers can get a handle on people problems.

The seminars offered under this subject heading have a two-fold purpose: (1) they are designed to



help supervisors learn about the behavior of people as individuals, in groups, and within organizations so they can make sound decisions that will achieve organizational objectives; and (2) they help keep supervisors out of trouble. Nothing can be more disruptive to the smooth operation of a department than disciplinary and legal hassles, many of which could have been avoided had the supervisor had adequate training.

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### **PSCP Policy and Rules: What Every Supervisor Needs to Know**

*Policy and Rules* is the book of rules to which every University of Illinois employee must adhere—especially the supervisor. To be effective in their jobs, supervisors and managers have to know the rules and how to interpret them, when to handle a situation internally, and when to refer it to a higher authority or neutral party. Covered in this session are policies on attendance, conduct and discipline, use of vacation and sick leave, breaks, informal and formal grievance procedures, and more. Plenty of time is allotted for questions and answers.

**#1391; Thursday, October 24, 1991; 1:30-3:30; Music Room, Levis Faculty Center; \$19; 1.5 SDU; Ron Bacevich**

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### **PSCP Facing Up to Judgment Day: Managing Performance Appraisal**

Managers and supervisors constantly have to make judgments about their employees. On a day-to-day basis, these judgments are often informal and even unconscious. But more care must be taken when the time comes to formally evaluate employee performance—decide who gets the promotion, who needs more training, who needs closer supervision. In this session, participants will master the art of effective performance appraisal—how to identify problems, keep appropriate records, provide incentives for improvement, and turn the appraisal process into a positive experience for both sides.

**#6192; Thursday, February 27, 1992; 9:00-Noon; 3rd Floor, Levis Faculty Center; \$59; 3.0 SDU; Rita Boettcher**

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### **PSCP Progressive Discipline Made Easy**

Every disciplinary action you take may have serious implications. In this program, you will learn the power of progressive discipline and the proper method of implementing it. Workshop participants first view a video dramatizing a real-life case and before the verdict is in, have the chance to predict—and argue over—what will happen and why. It's an interactive learning experience that helps explain the disciplinary process, emphasizes the

importance of documentation, and builds confidence in supervisors who must make tough disciplinary decisions.

**#6292; Monday, May 2, 1992; 1:30-4:30; 3rd Floor, Levis Faculty Center; \$49; 3.0 SDU; Ron Bacevich**

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### **PSCP Who's Afraid of the Big, Bad Boss? Keys to Effective Employee Relations**

*Special Staff Development Feature: See page 12.*

The single largest source of stress in the workplace isn't low pay, too much work, or a boring job. It's The Boss. Supervisors and managers who attend this workshop will learn how they, the bosses, hold the key to more effective employee relations. Seminar leader and psychologist Dr. Joseph Mancusi will lead participants through a series of exercises designed to help them learn how to be better bosses by listening to what people want from their jobs, understanding their values, and by creating a comfortable work environment that encourages employee productivity.

**#8392; Thursday, May 14, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Joseph Mancusi**

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### **Applications of Supervisory Practice**

The following three Application Seminars are designed for those who have completed one or more of the core requirements toward their Professional Supervisor Certificate.

These workshops are limited in size to encourage group interaction.

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### **PSCP The Power of the Self-Fulfilling Prophecy**

Sociologist Robert K. Merton was the first to identify the phenomenon known as the "self-fulfilling prophecy." Today, it is widely accepted that the power of expectations alone can dramatically influence the behavior of others. This session explores the self-fulfilling prophecy as it applies to the workplace. Participants will learn how to get the most from their employees by having the highest expectations for their abilities and performance.

**#0591; Thursday, October 10, 1991; 1:30-4:00; Music Room, Levis Faculty Center; \$39; 2.5 SDU; Tom Schenck**

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### **PSCP How to Avoid the Most Common Mistakes of Supervisors**

One of the easiest and most effective ways to get results is to avoid the mistakes other supervisors make. In this

program, participants learn the 22 most common mistakes made by supervisors and explore ways to avoid them, as well as how to keep other people from creating problems for them and how to avoid creating problems for themselves.

#4792; Tuesday, February 4, 1992; 9:30-Noon; 3rd Floor, Levis Faculty Center; \$39; 2.5 SDU; Joseph Zaccaria

**PSCP** **How to Develop Better Support Staff**

Support staff are all too often the unsung heroes of office management. They handle those nitty-gritty details that keep a department running smoothly on a day-to-day basis. Yet they may not receive adequate recognition or be made to feel a part of the team. In this session, supervisors and managers will discover the importance of building better relations with their support staff. Topics to be addressed include employee empowerment, tips for employee appreciation, five keys for getting cooperation, the number one employee need, and developing instant rapport with employees.

#8692; Tuesday, May 19, 1992; 1:30-4:00; 3rd Floor, Levis Faculty Center; \$39; 2.5 SDU; Dean Tucker

**Performance Management**

Like it or not, your management style has a direct impact on the people who report to you. Employee performance may be positively—or negatively—influenced by how you relate to the people around you, both on an individual basis and as part of a work team.

This series of seminars is designed to help supervisors and managers get a handle on performance management. Each seminar is designed to teach you valuable "people skills" that can be translated into greater employee productivity and effectiveness . . . even when the pressure's on, when the workload seems overwhelming, and when just one negative employee threatens to undermine the morale of the entire department.

**PSCP PSCP** **Preventive Management: Parts 1 and 2**

Would you like to prevent problems and mistakes *before* they happen?

These two seminars can help you do just that. Although you can enroll in just one seminar, best results will occur after taking both parts.

In **Part I—Why Employees Don't Do What They're Supposed to Do**—you'll learn the 10 most common reasons why employees fail to perform, along with practical actions you can take in training, guidance, and supervision to prevent problems and misunderstandings.

In the afternoon, you'll learn how to put the emphasis on doing things right the *first* time. You'll be introduced to a two-prong intervention management system called Work Planning, which incorporates a discussion *before* the work begins and follow-up *after*. With Work Planning, you'll find yourself delegating tasks in a way that virtually eliminates all the reasons for nonperformance.

#1691; Thursday, October 31, 1991; 8:30-4:30; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; John Schlacter

**Part II—Face to Face: Coaching for Improved Performance**—takes a look at why face-to-face discussions with employees about performance problems often end in confrontation. You'll discover how to change the behavior—not the person—using a step-by-step coaching process designed to help you identify unsatisfactory performance, determine if the employee knows how to do the job at hand, and get that employee to agree that a problem exists.

#2391; Tuesday, November 19, 1991; 8:30-12:00; 3rd Floor, Levis Faculty Center; \$59; 3.5 SDU; John Schlacter

**More Seminars for Supervisors and Managers**

Many of the programs that we offer are meant for a general audience. For that reason, you'll find additional seminars described elsewhere in this catalog. Here's a listing of what else is available that will earn credit for the Professional Supervisor Certificate Program. Refer to the pages given for a complete description.

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| ✓ Take Action: Sexual Harassment Issues and Prevention (page 37) | ✓ What's Your Style? Assessing Your Personal Profile at Work (page 43) |
| ✓ Investing in Diversity (page 36)                               | ✓ How to Work With Difficult People (page 41)                          |
| ✓ 1991 Affirmative Action Roundtable (page 37)                   | ✓ Motivating Yourself for Job Success (page 44)                        |



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**PSCP Managing the Overworked, Understaffed Team**

*Special Staff Development Feature: See page 10.*

Is work overload taking its toll on you and your employees? Learn the critical skills you need to lead your staff through difficult times at work . . . so your job will be less stressful and your life more enjoyable. You'll acquire a proven strategy for coaching your work team through the crunch and discover goal setting techniques that will have every one of your employees reaching for the stars. No matter how pressed for time you are, make time to attend this day-long seminar. You—and your overworked staff—will be better for it.

**#3391; Thursday, December 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; John De Garmo**

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**PSCP Getting Positive Results from Troubled Employees**

*Special Staff Development feature: See page 12.*

Nobody's perfect. We all have traits, behaviors, and personality quirks that turn other people off. But if there's one person in particular on your staff whose job behavior leads you to believe the real trouble lies just under the surface, this seminar could be your ticket to defusing a potentially explosive situation. You'll bring to this day-long session an anonymous description of your troubled employee. Then, over the course of the day, you'll explore ways to cope with this troubled—and troublesome—member of your staff. By the close of this workshop, you'll be adept at using your own personality to win people over . . . no matter how troubled they may be.

**#7192; Tuesday, March 31, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Joseph Mancusi**

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**PSCP Constructive Criticism: How to Build Better Performance**

Nobody likes to be on the giving or receiving end of criticism. Yet knowing how to criticize constructively can actually result in better employee performance. This seminar will teach you valuable techniques for turning every mistake into an opportunity . . . how to identify obstacles to individual and group performance, assess performance objectively, encourage feedback, and renew employee commitment to excellence. You'll come away knowing that criticism doesn't have to be a negative word.

**#7292; Thursday, April 2, 1992; 9:00-12:00; 3rd Floor, Levis Faculty Center; \$59; 3.0 SDU; David Eastman**

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**Communication Issues**

Communication is the glue that holds the workplace together. Without it, the managerial functions of planning, organizing, leading, and controlling simply cannot be performed. In today's fast-paced business environment, the person who has the ability to make a point simply and effectively while, at the same time, clearly understanding what is being said by others, has the greatest chance of success. The following seminars are designed to improve your ability to communicate in the workplace and beyond.

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**PSCP Business Writing for Results**

*Special Staff Development Feature: See page 9.*

Stop thinking of writing as a talent only a lucky few possess. You, too, can be a writer. All it takes is mastery of the skills that can turn ordinary words into powerful letters, memos, reports, and proposals. In this informative seminar, you won't learn a lot of stuffy grammatical rules; you will, however, acquire the basic skills needed for effective business writing . . . skills you can use every day. If you've ever faced a blank sheet of paper with trepidation, this course is for you!

**#1291; Thursday, October 24, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Kevan Staples**

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**PSCP Management Communication**

Communication is an interactive process that involves not only talking, but listening. In this seminar, you will be treated as a human relations expert rather than as a boss and given the skills needed to inspire your subordinates toward stronger commitment and motivation. You will learn the interactive components of communication, practice listening interactively, and explore techniques for stimulating supportiveness and maximizing effectiveness in the people who report to you.

**#3591; Monday, December 16, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$79; Jim Mancuso**

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**PSCP Skills for Managing a Diverse Work Force**

People of different races, cultural backgrounds, and genders have different communication styles. How can you get all of them to work together in the workplace where clear communication is a must? In this six-hour workshop, participants learn how to recognize different communication styles and foster productive verbal ex-

changes between people representing different racial, ethnic, and sexual orientations.

#3992; Wednesday, January 15, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Earl Washington

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### **PSCP** The Art of Persuasion

The dictionary defines persuasion as the ability to win someone over to a course of action by reasoning or inducement. In this seminar, which combines communication theory with down-to-earth practical advice, you will learn how persuasion can be used in the workplace . . . with individuals, groups, bosses, and subordinates. Topics to be addressed include a working definition of persuasion, how hidden needs are related to communication, what motivates people, and techniques of persuasion you can use on the job.

#5192; Tuesday, February 11, 1992; 9:00-11:30 a.m.; 3rd Floor, Levis Faculty Center; 2.5 SDU; \$59; Tom Costello

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### **PSCP** Talk It Out: How to Work Things Out at Work

*Special Staff Development Feature: See page 34.*

Most of us shy away from conflict. But in an organization as large and diverse as the University of Illinois, some conflict is inevitable. In this six-hour workshop, you will become aware of the difference between "talk it outs"—people who provide solutions and promote harmony—and "have it outs"—people who foster discord and resentment. Through interactive presentations and small group activities, you'll learn to deal with defensiveness, practice techniques for keeping your own emotions in check, and discover how conflict can be a positive experience. Anyone who interacts with others in potentially adversarial situations (don't we all?) will find this workshop valuable.

#6892; Wednesday, March 18, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Jim Mancuso

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### **PSCP** It's What You *Don't* Say

There's a lot of truth to the adage "actions speak louder than words." This seminar will help you better understand the nonverbal communication involved in most interpersonal situations. You will be introduced to tools designed to help you gain greater control over your own nonverbal communication and learn skills that may alter how you perceive others and how they, in turn, perceive you.

#8092; Wednesday, May 6, 1992; 8:30-12:00; 3rd Floor, Levis Faculty Center; 3.5 SDU; \$59; Ron Howell

## **Managing Within the Law**

It's a sad fact, but a true one. These days, what starts out as a seemingly innocent situation with a disgruntled employee all too often escalates into a full-scale court battle. With more and more employers being sued by their employees, it is imperative that supervisors and managers learn more about legal issues in the workplace. Three short courses available from Staff Development offer an easy, entertaining, and economical way to do just that.

Produced by the Bureau of Business Practice, each workshop consists of two parts: a videotape presentation demonstrating the right and wrong ways to address a potential legal problem, followed by discussion led by an expert in the field.

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### **PSCP** The Documentation Dilemma: Can Recordkeeping Get You in Trouble?

You bet it can. Unless your records follow certain basic guidelines, they may be interpreted as evidence of discrimination. This seminar focuses on how to make documentation work *for* you, not against you. You'll learn recordkeeping procedures that will not only help you develop and retain talented people but reduce the likelihood of lawsuits when someone doesn't work out.

#1191; Wednesday, October 23, 1991; 1:30-3:00 p.m.; Music Room, Levis Faculty Center; \$29; 1.5 SDU; Rita Boettcher

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### **PSCP** The Supervisor's Role in Employee Privacy

What you know about an employee *can* hurt you . . . unless you understand the issue of privacy. Participants in this seminar will learn how unwarranted intrusion into the private life of employees can get supervisors into legal hot water. Among the topics covered are several "rules" of information disclosure with regard to rumors, job performance, and others' "need to know."

#7792; Wednesday, April 29, 1992; 1:30-3:00 p.m.; 3rd Floor, Levis Faculty Center; \$29; 1.5 SDU; Rita Boettcher

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### **PSCP** Promises, Promises: The 100% Test

A promise equals an obligation to deliver and as such should never be taken lightly. But situations out of your control can—and often do—change, forcing you to break a promise you may have thought was firm. As a result, you and your employer can be held liable. In this seminar,



you'll learn the importance of checking with your administration before giving your word and how to recognize promises that are 100% deliverable.

#8492; Wednesday, May 13, 1992; 1:30-3:00 p.m.; 3rd Floor, Levis Faculty Center; \$29; 1.5 SDU; Rita Boettcher

## Refresher Seminars

These short, video-based discussion sessions can serve as either refresher courses or first-time exposure to a specific management topic. Each fast-paced program focuses on a skill that is vital for effective management, such as employee motivation, problem solving, new employee orientation, team building, and communication. The 90-minute sessions are packed with information. Each features a brief introductory lecture, video presentation, and plenty of handouts to take back to work for future reference.

### **PSCP** Welcome Aboard

That first day on the job is a crucial one. A manager's orientation of new employees can make or break people, projects, and progress from day one. Participants will first see an unforgettable portrait of the orientation process through the eyes of a newcomer whose needs are initially ignored by everyone. They'll go on to learn some indispensable strategies for helping "new kids on the block" get off to a productive start.

#1491; Friday, October 25, 1991, 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** The Attitude Virus

Supervisors and managers will see how one employee's negative attitude infects the whole work team as well as customers. They'll learn, too, how their own example can turn the situation around. True-to-life vignettes demonstrate five powerful steps to curing the attitude virus and preventing its return. Workshop participants leave the session knowing powerful communication skills for achieving positive results.

#1991; Friday, November 8, 1991; 1:30-3:00; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** More Than Money

Time and again, studies have shown that there is very little direct link between employee motivation and money. Workshop participants will compare and contrast two management styles: superficial praise, low expectations, and low productivity vs. high expectations and

positive reinforcement for sky-high employee performance. Supervisors and managers will come away from this session motivated to motivate.

#3691; Thursday, December 19, 1991; 1:30-3:00; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** Meeting the Meeting Challenge

Conference leadership and group problem solving are two skills no effective manager can be without. In this session, participants learn the 12 critical features of good meetings, as well as techniques for promoting productive decision-making and making real meetings meet real objectives. This is a must for every manager who conducts meetings.

#4692; Thursday, January 30, 1992; 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** Me! and We

The most productive, efficient departments are those that are run by teams of people who know how to work together to get things done. In this video-discussion program, participants will learn strategies to help them tap their employees' unused talents by encouraging leadership, participation, openness, and trust.

#6092; Tuesday, February 25, 1992; 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** You Know What I Mean

Effective communication is the topic of this video-based program that will keep participants' eyes glued to the drama unfolding before them. The fast-paced world of high-performance auto racing is the setting and the cast is a racing team whose performance, hampered by poor communication, costs them victory in a crucial race. Workshop participants will see how, using six high-powered communication skills, the story might have ended differently.

#6592; Thursday, March 12, 1992; 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

### **PSCP** Up Is Not the Only Way

In turbulent economic times, fewer chances for promotion make it necessary to consider other career opportunities. Based on the book by Beverly Kaye, this program is designed to enumerate and describe other types of satisfying career options: lateral move, relocation, realignment, exploration, and enrichment. Dramatized incidents provide examples of when each option is appropriate along with illustrations of how they work.

#7592; Friday, April 10, 1992; 10:30-Noon; Room 226, 505 East Green; \$19; 1.5 SDU; Jim Trail

# HUMAN RELATIONS

## SEMINARS

**A**ffirmative Action affects everyone in the workplace. Staff Development is pleased to include in our catalog again this year courses that address such important subjects as diversity, prejudice, sexual harassment, and disabilities. Presented under the direction of the University's Office of Affirmative Action for Staff, each workshop is designed to ensure that employees on every level, regardless of their racial, cultural, or sexual orientation, are treated with equality and fairness.

### Be Affirmative: Procedures and Information for Affirmative Action Representatives

This seminar is aimed at helping college and unit Affirmative Action representatives understand and carry out their responsibilities. Among the topics covered during the two-hour session will be an outline of the specific responsibilities of college/unit affirmative action representatives; definitions of Affirmative Action and equal employment opportunity; a review of the affirmative action compliance program; effective strategies for monitoring affirmative action goals and timetables; and information on utilizing affirmative action programs. In addition, resource information will be provided to assist representatives in their day-to-day affirmative action duties. Workshop participants will be given an opportunity to exchange ideas with facilitators and other participants on the appropriate techniques for completing compliance reports and on methods for motivating the decision-makers within their own colleges/units to set and meet affirmative action goals.

#2491; Tuesday, November 19, 1991; 10:00-12:00; Room 404, Illini Union; \$0; 0 SDU

#5792; Tuesday, February 18, 1992; 10:00-12:00; Room 406, Illini Union; \$0; 0 SDU

### Investing in Diversity\*

From the National Coalition Building Institute

At the heart of a pluralistic society is the vivid and compelling notion that diversity is positive and healthy. The fabric of our society is neither monochromatic nor smooth; it is multicolored and rich in texture. Cooperation, mutual insight, and heightened awareness of differ-

ent points of view are the hallmarks of diversity, and that which makes the whole greater than the sum of its parts. This powerful six-hour seminar focuses on an interactive model of coalition building, conflict resolution, and prejudice reduction. Participants will learn about their own and others' diverse cultures, become more aware of prejudicial behaviors, develop skills in identifying the causes of intergroup tension, and explore effective strategies for investing in diversity in the workplace. (Note: This program was offered in our 1990-91 catalog under the title Prejudice Reduction and Conflict Resolution.)

Faculty for this seminar will include a combination of the following people:

Jacque Bowman, Jeff Buening, Larine Y. Cowan, Lenita Epinger, Dawn Favaro, Paul Hursey, Dick Justice, Bob Kelly, Mary Ellen O'Shaughnessey, Randi Schneider, and William Stackman

All seminar leaders have been trained by the National Coalition Training Institute in Boston.

#0191; Tuesday, September 24, 1991; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#0491; Tuesday, October 9, 1991; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#1891; Thursday, November 7, 1991; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#2991; Tuesday, December 3, 1991; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#4292; Wednesday, January 22, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#5292; Tuesday, February 11, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#6492; Tuesday, March 10, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#7492; Tuesday, April 7, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#7992; Tuesday, May 5, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

#8792; Tuesday, May 26, 1992; 9:00-4:00; Music Room, Levis; \$0; .5 SDU

\*Limited to University of Illinois only. Others by special consent.



## Take Action: Sexual Harassment Issues and Prevention\*

We've all heard the term "sexual harassment," but what does it mean . . . really? This workshop defines the concept and presents an overview of the UI's anti-discrimination policy concerning sexual harassment as well as procedures for handling complaints. Participants will view a video tape depicting examples of sexual harassment in the workplace, then have the opportunity to discuss strategies for responding to the situations portrayed. Also discussed in this two-hour workshop are the effects of sexual harassment on the victim, legal remedies for dealing with harassment, and management strategies to prevent harassment from occurring in the first place.

#0391; Thursday, October 31, 1991; 10:00-Noon; Music Room, Levis Faculty Center; \$0; .5 SDU

#2191; Tuesday, November 12, 1991; 10:00-Noon; General Lounge, Illini Union; \$0; .5 SDU

#3291; Thursday, December 5, 1991; 10:00-Noon; 404 Illini Union; \$0; .5 SDU

#4592; Tuesday, January 28, 1992; 10:00-Noon; 404 Illini Union; \$0; .5 SDU

#6792; Tuesday, March 17, 1992; 10:00-Noon; 404 Illini Union; \$0; .5 SDU

#7892; Thursday, April 30, 1992; 10:00-Noon; 404 Illini Union; \$0; .5 SDU

\*Limited to University of Illinois only. Others by special consent.

### **New!** Cancellation Policy for No-Charge Seminars

We're sorry to say that we've had quite a problem with last-minute cancellations, re-schedules, and "no-shows" whenever we offer a program for no fee. Although the program is offered at no fee to the user there *are* costs to us whenever a reserved chair in the seminar is unoccupied.

Beginning this Fall, we will ask for an account number and/or billing address even for "no fee" programs. "No shows," re-schedules, and late cancellations that don't adhere to the above policy will be assessed a \$10 charge.

Please help us avoid an unpleasant situation by checking your plans carefully before registering.

**New!**

**Seminars for managing in tough times.**  
See pages 28-30.

## A Special Learning Opportunity

**"University, Community, Business, and Industry: Building Coalitions for the Future"**

1991 Fall Roundtable

The Fourth Biennial Conference on Affirmative Action and Human Resource Issues

8:00 a.m. – 4:00 p.m.

Tuesday, October 15, 1991

Illini Union

1401 West Green

Urbana, Illinois

Sponsor: Office of Affirmative Action for Staff,  
University of Illinois at Urbana-Champaign

Co-sponsored by:

Carle Clinic and Carle Foundation

L'Eggs Products

University of Illinois

Operations and Maintenance Division

Personnel Services Office

Office of the Vice President for Business and  
Finance

Office of the Vice Chancellor for Research  
and the Graduate College

This fourth in a series of biennial seminars on affirmative action and human resources issues is designed for administrators, faculty, staff, students, personnel managers, labor and industrial relations specialists, affirmative action representatives, trainers, business executives — in short, anyone who wants to learn more about equality, fairness, and diversity in the workplace.

### 6 reasons why you should attend

- *An enviable track record.* The Affirmative Action Roundtable is backed by years of experience. The 1991 event marks the fourth such seminar presented under the direction of the University's Office of Affirmative Action for Staff.
- *A blue ribbon faculty.* The Roundtable draws its faculty from among top presenters who are skilled in communicating ideas and motivating audiences.
- *Topics that are on everyone's mind.* As a participant, you will learn important, up-to-date information about human relations issues that directly affect you and your colleagues. This year's Roundtable includes programs on:

- ✓ guidelines for compliance with the Americans with Disabilities Act;
  - ✓ strategies for promoting and managing diversity in the workplace;
  - ✓ the “ins and outs” of employee/employer rights, including privacy issues, employment at will, and free speech;
  - ✓ employee morale—how to achieve and maintain positive motivation in yourself and your staff;
  - ✓ breaking the barrier of sexual harassment—strategies for prevention and resolution; and
  - ✓ much, much more!
- *Valuable take-home materials.* Each participant will take home from the Roundtable a wealth of resource information filled with ideas, strategies, and tips on important affirmative action and human resource issues.
  - *Credit where credit is due.* 1.0 Staff Development Units (SDUs) will be credited for participation in the day-long workshop and may be counted toward completion of the Professional Supervisor Certificate at the University of Illinois.
  - *Value and quality.* Participants pay just \$39 (\$49 after October 1) for a full day of activities and opportunities to network with other professionals from the university, community, business, and industry. The registration fee includes all program materials, a continental breakfast, and lunch.

For more program information call Larine Cowan, Director, at 333-2147.

**#0691; Tuesday, October 15, 1991; 8:00-4:00; Illini Union; \$39 (\$49); 1.0 SDU**

To register call Ranae Buhr at 333-6811. (Standard Staff Development registration procedures will be used. No paperwork will be required on your part.)

Don't delay; space is limited.



*"The quality of the instructors and the 'real world' usefulness of the subjects taught in the Staff Development Program kept me and many others coming back for more . . . I have experienced much in other managerial training—our internal programs rank right there with the best, but with less cost and time away from the job."*

Jim Trail  
Operations and Maintenance Division

***Time's running out . . .  
Call us today! 333-8342***

### CLERICAL LEARNER PROGRAM

The Clerical Learner Program is undergoing changes. This fall, the affirmative action program designed to help minority individuals gain training and clerical jobs at the University of Illinois will be coordinated entirely by Employment Services.

Big changes are planned for the Clerical Learner Program, including the addition of more computer technology training. Be watching for a campuswide announcement about exciting new developments for Clerical Learners coming this fall.



The ultimate responsibility for determining the course of your career belongs to you. But Staff Development wants to help. That is why, this year, we have created a section of special seminars designed to assist you in managing your career more effectively.

Our Job Management seminars are not restricted to any one job classification, interest, or profession. The subjects included under the Job Management umbrella cross occupational lines. Here, there is quite literally something for everyone . . . whether you are looking to acquire basic skills that will help you perform more productively in your present position, or hoping to attain a level of knowledge that will aid you in your advancement up the career ladder.

For your convenience, we have organized these courses into two categories: One encompasses seminars in what we call "survival skills"—the basic reading, writing, and math skills that are essential for greater overall job efficiency and effectiveness. The second category—"special skills for special situations"—includes courses in a variety of "softer" subjects such as assertive communication, time management, conflict resolution, and professional image . . . all valuable, worthwhile topics for people who care about the future direction of their lives and careers.

## Survival Skills

### Be a Calculator Whiz

In any office, calculations are a part of every business day. Whether you are ordering supplies or services, preparing a cash sales report, totaling expenses, or compiling statistics, you need quick, accurate skill with a calculator. Let us take the mystery out of using this handy tool. In this class, participants learn to make full use of their calculators—to not only add, subtract, multiply, and divide, but to correct entry errors, figure complex transactions without having to re-key, calculate averages, and use memory functions. Class size is limited to 10. (Standard solar-powered calculators will be provided for class use.)

#0891; Thursday, October 17, 1991; 1:00-4:00 p.m.; Room 226, 505 East Green; \$39; 3.0 SDU; Cindy Hardig

### PSCP Business Writing for Results

*Special Staff Development Feature: See page 9.*

Stop thinking of writing as a talent only a lucky few possess. You, too, can be a writer. All it takes is mastery of the skills that can turn ordinary words into powerful letters, memos, reports, and proposals. In this informative seminar, you won't learn a lot of stuffy grammatical rules; you will, however, acquire the basic skills needed for effective business writing . . . skills you can use every day. If you've ever faced a blank sheet of paper with trepidation, this course is for you!

#1291; Thursday, October 24, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Kevan Staples

### Everyday Math

Are you among those people who go out of their way to avoid anything having to do with math? Imagine how much more confident you would feel around numbers—and ultimately on your job—if you understood a few basic math principles. This 4-part series of classes is designed for adults (like you) who suffer from math anxiety. Long-time local resident Jerry Glynn uses the same techniques that have made The Math Program so successful for kids to help adults master the basic skills of estimation and calculation using whole numbers, fractions, decimals, and percentages. Does his method work? You bet. Past participants give this program rave reviews. Says one, "This program has been a lifesaver! I thought I would never be able to do estimates in my head. Now I can multiply big fractions in my head (approximate, of course) and I automatically know which number gets divided into which number when figuring percents—I don't have to try it both ways and go with the one that makes the most sense!"

#3892; Tuesdays—January 14, 21, 28 and February 4, 1992; 9:00-Noon; Room 226, 505 East Green; \$69; 4.0 SDU; Jerry Glynn

**New!**

**Performance management seminars.**

See page 32.

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## The Grammar and Usage Seminar

Mistakes in grammar can be downright embarrassing. They can destroy your credibility and muddle even the most elementary message. Now you can learn how to use the English language correctly in a fast-paced seminar that makes grammar easy and fun. Participants will practice spotting common mistakes in structure that can make even the simplest sentence confusing, and discover how to overcome the grammatical blunders writers miss but readers always spot. If your job requires you to write—and whose job doesn't?—you can't afford to miss this seminar.

**#4492; Thursday, January 23, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; John Placona**

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## How to Proofread

Remember how you felt the last time someone pointed out an error you had overlooked? Attend this power-packed seminar and never feel that way again. In just a few short hours, you will acquire the skills you need to proofread documents with maximum precision and amazing speed. What's more, you'll build confidence in your ability to spot mistakes as you learn to use the tricks and the tools professional proofreaders use.

**#8192; Thursday, May 7, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Kevan Staples**

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## Punctuation Refresher

This refresher course touches on everything you need to know about punctuation . . . all the rules forgotten from high school, plus some you probably never learned in the first place! Participants will come away from this short course with a working knowledge of commas, colons, semicolons, quotation marks, hyphens, dashes, brackets, exclamation points, and more.

**#4992; Thursday, February 6, 1992; 1:00-4:00; Room 226, 505 East Green; \$39; 3.0 SDU; Cindy Hardig**

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## Basic Office Filing, Part I: Filing Rules

Few things in the office are as frustrating as not being able to put your hands on a document when you need it. In this course, you'll learn basic rules for organizing your files and practice implementing them in a series of hands-on exercises. Course content focuses on the Association of Record Managers and Administrators' (ARMA) simplified filing rules covering individual names, business names, institution names, and government names. By the end of this session, participants will have acquired the fundamentals necessary for progression to Part II.

## Basic Office Filing, Part II: Methods of Filing

This overview class, covering subject, chronological, and numeric filing techniques, picks up where basic filing rules leave off. Participants will acquire the skills necessary to set up an entirely new filing system or reorganize an existing one. Also covered are specialized filing systems, the paperless office, supply sources, and products currently on the market. (Registration includes both parts.)

**#5892; Thursdays, February 20 and 27, 1992; 1:30-4:30 p.m.; Room 226, 505 East Green; \$49; 4.0 SDU; Jo Ann Ribelin**

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## Special Skills for Special Situations

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### **PSCP** Tough Times Are Here to Stay: Doing Better With Less

*Special Staff Development Feature: See page 9.*

Doing better for less: It's an issue we're all being forced to confront. Using a combination of direct involvement techniques, real-work situations, small group discussions, and round-robin responses, seminar presenter Ron Canham shares ideas on how to remain motivated during these times of uncertainty and rapid change. Participants will learn the value of focusing on doing what's important rather than dwelling on negative thoughts. Tough times may be here to stay, but thanks to this refreshing approach to the subject, we're sure to weather them with greater confidence.

**#0291; Wednesday, October 30, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Ron Canham**

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### **PSCP** You Don't Have to Go Home from Work Exhausted: The Energy Engineering Approach

*Special Staff Development Feature: See page 10.*

Ask yourself this question: When you finally find time for fun, are you too tired to have it? If your answer is yes, you could be a prime candidate for energy engineering, Dr. Ann McGee-Cooper's unique approach to revitalizing your life and career. You'll learn where you fit in the three celebrated profiles of corporate America—Perfectionism, Fast Track Careerism, and the Superhuman Syndrome—and how they may be sapping your energy level. In addition, you'll acquire tips for renewing your energy and learn to leave so-called "bad habits" like a messy desk well enough alone. Come to this seminar dressed for fun and expect to go away with many life-changing insights!

**#1791; Tuesday, November 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$79; Ann McGee-Cooper**



## Providing Service in a University Environment

In any organization—universities included—customer service is as important as product quality. This workshop focuses on customer service as it relates to an educational environment. You will learn to appreciate your customers' definition of service and discover how the private sector concept "moments of truth" can be applied to university operations. Workshop participants will also explore techniques for effective management of complaints.

**#2691; Thursday, November 21, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Ron Canham**

## **PSCP** How to Work With Difficult People

Difficult people can make your days longer, your projects harder, your morale lower. They can be found in every workplace, but they don't have to make your life miserable if you know how to handle them. In this day-long program, you will learn what drives people to be difficult and how you can counteract the frustration they cause. Topics addressed in this workshop include: facing up to confrontation, answering put-downs, connecting with bad communicators, defusing negative personalities, controlling anger, and building your own self-confidence.

**#3791; Thursday, January 9, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Patti Hathaway**

## **PSCP** Keep 'Em Laughing: How to Lighten Things Up at Work

All work and no play makes Jack (and Jill) not only dull but a lot less productive than he (she) could be. Recent research has revealed that when humor and work go hand in hand, employees are happier, healthier, and considerably more productive. Now, here's the University of Illinois' resident humorist, Tony Clements, to show you how. He'll keep you laughing as you learn . . . how to recognize when humor is appropriate and how humor can be used to enhance the quality of the work experience and



*" . . . I was impressed by how the instructors get the participants involved in each session. This not only keeps everyone on their toes but also gives the participants a chance to share their ideas. I give Staff Development four stars for such a great program."*

Gail Vail  
School of Chemical Sciences

break down barriers between people. You'll learn the difference between standup comedy and humor, develop a keener eye for humorous situations, and practice being the butt of the joke. Come to this session prepared to grin and bear it. In this seminar for supervisors, everyone is fair game!

**#4392; Wednesday, January 22, 1992; 10:00-12:00; 3rd Floor, Levis Faculty Center; 2.0 SDU; \$39; Tony Clements**

## **PSCP** Meeting the Meeting Challenge

Conference leadership and group problem solving are two skills no effective manager can be without. In this session, participants learn the 12 critical features of good meetings, as well as techniques for promoting productive decision-making and making real meetings meet real objectives. This is a must for every manager who conducts meetings.

**#4692; Thursday, January 30, 1992; 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck**

## **PSCP** The Art of Persuasion

The dictionary defines persuasion as the ability to win someone over to a course of action by reasoning or inducement. In this seminar, which combines communications theory with down-to-earth practical advice, you will learn how persuasion can be used in the workplace . . . with individuals, groups, bosses, and subordinates. Topics to be addressed include a working definition of persuasion, how hidden needs are related to communication, what motivates people, and techniques of persuasion you can use on the job.

**#5192; Tuesday, February 11, 1992; 9:00-11:30 a.m.; 3rd Floor, Levis Faculty Center; 2.5 SDU; \$59; Tom Costello**

## **PSCP** Managing Multiple Priorities and Tight Deadlines

*Special Staff Development Feature: See page 11.*

Does your "in" box overflow? Does every phone call bring a crisis? Are there too many projects and not enough hours in your day? Leave your cluttered desk behind for a few hours to attend this seminar. We guarantee you'll return to it ready to take charge of your life and your work by using skills learned in this course that will help you deal with dozens of "top" priorities—without the long workdays, stress-filled schedules, sleepless nights, and panic that have plagued you in the past.

**#5392; Thursday, February 13, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; 4.0 SDU; \$69; Kevin Lust**

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## **Speak Up, Speak Out: Assertive Communication at Work**

It's surprisingly easy to build assertiveness—and authority—on the job. In this powerful program aimed at *non-supervisory* personnel, participants will learn how to strike the delicate balance between being "too nice" and coming on too strong when dealing with co-workers in the same office, colleagues in other departments, and the boss. Among the points to be covered are: what assertiveness is and isn't; what it can and cannot do; passiveness and its affects on career advancement; aggressiveness versus assertiveness; facial expressions and body postures that identify aggressive people; the skills of assertive communication; learning to be "tactfully honest"; the power of "I" language; and the benefits of assertiveness. Participants in this fast-paced program will be actively involved in practicing assertiveness skills.

#5492; Friday, February 14, 1992; 9:00-11:00; 3rd Floor, Levis Faculty Center; \$39; 2.0 SDU; Lisa Ford

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## **Image on the Line: Telephone Techniques for the Office Professional**

The telephone is your direct link to people and the world outside your office. Learn to use this powerful tool more effectively in a one-day seminar guaranteed to improve your personal and professional on-line image. Workshop participants will master such telephone techniques and mechanics as taking messages, screening calls without antagonizing the caller, placing calls, getting through to the right person on the first try, reducing call backs, and handling complaints.

#5992; Friday, February 21, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$59; 4.0 SDU; Tom Coyle

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## **PSCP You Know What I Mean**

Effective communication is the topic of this video-based program that will keep participants' eyes glued to the drama unfolding before them. The fast-paced world of high-performance auto racing is the setting and the cast is a racing team whose performance, hampered by poor communication, costs them victory in a crucial race. Workshop participants will see how, using six high-powered communication skills, the story might have ended differently.

#6592; Thursday, March 12, 1992; 10:30-Noon; Lower Level, Illini Hall; \$19; 1.5 SDU; Tom Schenck

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## **PSCP Talk It Out: How to Work Things Out at Work**

*Special Staff Development Feature: See page 11.*

Most of us shy away from conflict. But in an organization as large and diverse as the University of Illinois, some conflict is inevitable. In this six-hour workshop, you will become aware of the difference between "talk it outs"—people who provide solutions and promote harmony—and "have it outs"—people who foster discord and resentment. Through interactive presentations and small group activities, you'll learn to deal with defensiveness, practice techniques for keeping your own emotions in check, and discover how conflict can be a positive experience. Anyone who interacts with others in potentially adversarial situations (don't we all?) will find this workshop valuable.

#6892; Wednesday, March 18, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Jim Mancuso

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## **PSCP Beware the Naked Man Who Offers You His Shirt (Book Discussion)**

In his second book, Harvey Mackay, author of the best-selling *Swim With the Sharks Without Being Eaten Alive*, offers nothing less than a roadmap for your career. Whether you're just starting up the career ladder or have already made it to midpoint, this book will help you make the most of every working moment. You'll learn how to do what you love, love what you do, and deliver more than you promise.

#7092; Friday, March 27; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; \$19; Tom Costello

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## **PSCP What They Don't Teach You at Harvard Business School (Book Discussion)**

Learn the secrets of getting ahead from author Mark McCormack, founder of the multi-million dollar International Management Group and the man credited with turning sports into big business. McCormack shares his experience, technique, and wisdom in this street-smart guide that will start you thinking about your job in a whole new light.

#7692; Tuesday, April 28, 1992; 9:00-11:00 a.m.; Music Room, Levis Faculty Center; \$19; 2.0 SDU; Tom Costello

**It's no wonder  
we're the #1 choice  
for training!**



# SELF DEVELOPMENT

## SEMINARS

Practical skills constitute only one element of career success. The ability to cope on a personal level is equally important. With that in mind, Staff Development each year includes a roster of self-development courses designed to offer a wide variety of opportunities for personal discovery and professional growth.

This year, our self-development courses are aimed at helping you be the best you can be . . . both on the job and off. For a minimum investment of time, you can learn techniques guaranteed to increase your energy level, improve your personal appearance, refine your job-hunting skills, and much more.

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### Is Coffee Break the Best Part of Your Day? (Two-part seminar)

If you've been blaming your feelings about your job or your work performance on the organization, your boss, or co-workers, this two-part seminar will make you stop and think. YOU—and only you—are responsible for the joy you find in your work. At this session, you'll learn to take responsibility for yourself and discover how much more effective, productive, and happier you can be once you do. Coffee break shouldn't be the best part of your work day. Don't believe us? Sign up for this seminar and find out for yourself.

**#1091; Tuesday, October 22 and 29, 1991; 1:00-4:00 p.m.; Music Room, Levis Faculty Center; \$69; 4.0 SDU; Dean Tucker**

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### **PSCP** You Don't Have to Go Home From Work Exhausted: The Energy Engineering Approach

*Special Staff Development Feature: See page 10.*

Ask yourself this question: When you finally find time for fun, are you too tired to have it? If your answer is yes, you could be a prime candidate for energy engineering, Dr. Ann McGee-Cooper's unique approach to revitalizing your life and career. You'll learn where you fit in the three celebrated profiles of corporate America—Perfectionism, Fast Track Careerism, and the Superhuman Syndrome—and how they may be sapping your energy level. In addition, you'll acquire tips for renewing your energy and learn to leave so-called "bad habits" like a messy desk well

enough alone. Come to this seminar dressed for fun and expect to go away with many life-changing insights!

**#1791; Tuesday, November 5, 1991; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$79; 4.0 SDU; Ann McGee-Cooper**

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### Mastering Change

Change is as inevitable as death and taxes—and possibly more feared! Your workplace probably exemplifies change: higher costs for benefits, hiring freezes, fear of layoffs, additional responsibilities, and a lengthy budget crisis that threatened your paycheck. Join us as we share with you the one thing you *can* control. Learn where you must focus your energy if you are to maintain your mental and physical well-being. Find out how to be a "change master" and thrive in times of chaos. You won't want to miss our simple strategy for handling multiple stresses.

**#3091; Tuesday, December 3, 1991; 10:00-Noon; 3rd Floor, Levis Faculty Center; \$29; 2.0 SDU; Joanna Slan**

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### **PSCP** What's Your Style? Assessing Your Personal Profile at Work

Using the Personal Profile system, an assessment tool developed by the behavior scientists at Performax, you'll identify personal behavioral patterns that directly impact the way you relate to others. The end result will be an individualized plan of action that builds on your personal strengths and minimizes your weaknesses. Watch your effectiveness on the job soar once you understand your work style. We highly recommend this seminar for all new supervisors.

**#3491; Tuesday, December 10, 1991; 9:00-12:00; 3rd Floor, Levis Faculty Center; \$59; 3.0 SDU; Kay McGuire**

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### **PSCP** How to Work With Difficult People

Difficult people can make your days longer, your projects harder, your morale lower. They can be found in every workplace, but they don't have to make your life miserable if you know how to handle them. In this day-long program, you will learn what drives people to be difficult and how you can counteract the frustration they cause. Topics addressed in this workshop include: facing up to confrontation, answering put-downs, connecting with bad com-

municators, defusing negative personalities, controlling anger, and building your own self-confidence.

**#3791; Thursday, January 9, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Patti Hathaway**

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## How to Present Yourself With Positive Impact

We all know at least one of them—those self-motivated high-achievers who always seem to get what they want. Now you can learn the secrets of their success in a seminar designed to teach you all about personal power—how to get it, use it, and keep it. You'll discover the importance of making the right first impression, dressing to get ahead, developing a positive personal style, and achieving charisma through drama, persuasion, and showmanship. Before you know it, you'll be one of those higher-achievers, too!

**#4092; Friday, January 17, 1992; 9:00-4:00; 3rd Floor, Levis Faculty Center; \$69; 4.0 SDU; Tom Coyle**

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## Marketing Professional Skills in a Tough Job Market

Nobody ever said that looking for a job would be easy. In these uncertain times, it's even tougher. Whether you're considering a move within the University or planning to leave altogether because of budget reductions, this seminar is for you. Career consultant Dick Fox will lead you, step-by-step, through the job-hunting process—from determining your career strengths and researching the job market to putting together your resumé and preparing for the interview. Each seminar participant will receive useful materials that can be used throughout his or her personal job search. *We recommend attendance at "First Impressions" also.*

**#4892; Thursday, February 6, 1992; 8:30-Noon; 3rd Floor, Levis Faculty Center; \$59; 3.5 SDU; Dick Fox**

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## Speak Up, Speak Out: Assertive Communication at Work

It's surprisingly easy to build assertiveness—and authority—on the job. In this powerful program aimed at non-supervisory personnel, participants will learn how to strike the delicate balance between being "too nice" and coming on too strong when dealing with co-workers in the same office, colleagues in other departments, and the boss. Among the points to be covered are: what assertiveness is and isn't; what it can and cannot do; passiveness and its affects on career advancement; aggressiveness versus assertiveness; facial expressions and body postures that identify aggressive people; the skills of assertive communication; learning to be "tactfully honest"; the power of "I" language; and the benefits of assertiveness. Participants in

this fast-paced program will be actively involved in practicing assertiveness skills.

**#5492; Friday, February 14, 1992; 9:00-11:00; 3rd Floor, Levis Faculty Center; \$39; 2.0 SDU; Lisa Ford**

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## **PSCP** Motivating Yourself for Job Success

Feeling as if no one notices what a good job you're doing? Perhaps you aren't giving them a chance. CareerTrack's Lisa Ford returns to our campus to show you how to grab opportunities and be spotted as an achiever. You'll learn three ways to raise your visibility within the next month . . . plus proven methods for taking initiative, exercising power with confidence, and performing at your peak every day. Don't hide your light under a bushel. Start motivating yourself for job success!

**#5592; Friday, February 14, 1992; 1:00-3:30; 3rd Floor, Levis Faculty Center; \$39; 2.5 SDU; Lisa Ford**

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## First Impression: A New Approach to Resumé Writing

An estimated 90% of all resumé that come across a manager's desk end up in the wastebasket . . . and no wonder. They don't adequately reflect the person they are supposed to describe. Until you meet an employer face-to-face, your resumé is you. Learn how to make the best possible first impression in this new approach to resumé writing aimed at anyone who's ever faced the prospect of hunting for a job.

**#6392; Thursday, March 5, 1992; 10:00-Noon; 3rd Floor, Levis Faculty Center; \$39; 2.0 SDU; Dick Fox**

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## **PSCP** Up Is Not the Only Way

In turbulent economic times, fewer chances for promotion make it necessary to consider other career opportunities. Based on the book by Beverly Kaye, this program is designed to enumerate and describe other types of satisfying career options: lateral move, relocation, realignment, exploration, and enrichment. Dramatized incidents provide examples of when each option is appropriate along with illustrations of how they work.

**#7592; Friday, April 10, 1992; 10:30-Noon; Room 226, 505 East Green; \$19; 1.5 SDU; Jim Trail**

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## **PSCP** It's What You *Don't* Say

There's a lot of truth to the adage "actions speak louder than words." This seminar will help you better understand the nonverbal communication involved in most interpersonal situations. You will be introduced to tools designed to help you gain greater control over your own nonverbal communication and learn skills that may alter how you perceive others and how they, in turn, perceive you.

**#8092; Wednesday, May 6, 1992; 8:30-12:00; 3rd Floor, Levis Faculty Center; 3.5 SDU; \$59; Ron Howell**



# COMPUTER EDUCATION CENTER

## New Facility

Beginning this fall, all Computer Education Center (CEC) classes will be held at the new combined computer training facility, which is equipped with *both* IBM and Macintosh hardware. This new campus facility is located in the lower level of Illini Hall, 725 S. Wright Street, Champaign. The IBM lab contains PS2 Model 70 computers with color monitors. The Macintosh lab contains Mac IIsi computers and High Resolution RGB monitors.

## Enrollment

Announcements concerning CEC classes are made in fliers which are distributed periodically to campus departments. THE ANNOUNCEMENTS GIVE THE CURRENT SCHEDULE OF CLASSES. Classes fill quickly, but prospective students may place their names on a notification list to receive advance notice of upcoming courses.

## Who May Enroll

Our computer classes are open to UI staff, faculty, and graduate students. Persons outside of the University community may attend classes, as space permits.

## Customized Training

We believe that training should fit the needs of the organization, not the other way around. Whenever possible, we will try to accommodate special requests for customized computer training to address your unique situation and teach the software your staff uses. Give us a call to discuss your special training needs.

## Notification List

The classes offered in our Computer Education Center are in such demand, they almost always have waiting lists. To ease the crunch, we keep track of those who wish to be notified at the earliest possible date of the next class offering. On the day the class announcement goes to the printer, a photocopy of the announcement is mailed to everyone whose name and address appears on our special notification list, thus allowing them several days' advance notice to phone in their registration. The list is then discarded.

**Please note:** Names are not carried over from one list to the next; if you wish to be notified in advance of the next class, you must sign up again.

## Meet Jeff Brownfield

Beginning his fourth year as the Computer Education Coordinator, Jeff has witnessed firsthand the growth of the Computer Education Center from a program designed to train a few hundred participants to one which last year trained more than 1,200 individuals.



Why do so many people come to CEC for training the first time and then return repeatedly for more advanced courses?

"I feel the success of the CEC has a great deal to do with our outstanding instructors and with the fact that participants learn real-world skills," says Jeff. "Our instructors are professional educators who really know their material. But equally important, I believe, is the immediate information payoff participants enjoy. The skills you learn in a morning class can be put to use on your job that very afternoon to help you complete whatever task is at hand."

***New!***

**Software Specialist Certificate Program**

See page 48 .

# Computer Classes

## For IBM and IBM-Compatible Computers

### Starting from the Beginning

A comprehensive introduction to microcomputers ranging from powering up and hardware terminology to computer applications and DOS commands. This hands-on workshop is designed to give participants a thorough background on the computer and its applications. It provides an excellent foundation for all further training and is particularly recommended for students who have had no previous formal instruction or experience in the use of computers.

### Basic DOS Review

The perfect choice for anyone who needs a quick refresher course on basic DOS commands, this class will be taught using both a tutorial program on the computer and instructor-led exercises.

### Introduction to Windows™ 3.0

Microsoft Windows™ is a software program that allows users to perform file-management tasks and run other programs within a graphical environment. In this course, you will learn such fundamental Windows concepts as sizing and arranging windows; basic file-management techniques, including viewing a filing system and copying and moving a file; the use of the clipboard to move and copy information between documents from different programs; and techniques for customizing the software.

### Introduction to WordPerfect™ 5.1\*

This word processing course provides a comprehensive introduction to WordPerfect with emphasis on creating, editing, formatting, and printing documents. In addition to all of the commands necessary to produce a finished document, participants will learn many of the special time-saving features available on WordPerfect. Note: This course covers the basic word processing capabilities of WordPerfect; it is not intended for current users who are already familiar with basic operation of the program.

\*Required for completion of the Software Specialist Certificate.



*"I appreciate the opportunity offered by the Staff Development programs. The classes are conveniently located and reasonably priced. Receiving concentrated lessons about a program like WordPerfect™ or RBase™ from knowledgeable*

*instructors shortens the learning curve and brings me up to speed faster."*

*Dorothy E. Lawrence  
University of Illinois Foundation*

### Special Topics in WordPerfect™ 5.1\*

**Merge Functions\*:** Participants will learn to create personalized form letters, generate mailing labels, and sort and select records. (4 hours)

**Tables\*:** Participants will create tables and edit the text and table structure. (4 hours)

**Macros\*:** Participants will create, execute, and edit macros and learn to manage macro files. (4 hours)

**Integrate Text with Graphics\*:** Participants will create newspaper columns, import and edit a graphics image, and create text boxes and graphic lines. (4 hours)

**Equations\*:** Participants will create, edit, position, and size equations that can be integrated into WordPerfect™ documents. (2 hours)

\*Required for completion of the Software Specialist Certificate.

### Advanced WordPerfect™ 5.1\*

This course goes well beyond the basics covered in Introduction to WordPerfect. Among the topics addressed are features of general interest such as footnotes and endnotes, headers and footers, outlining and paragraph numbering, special characters, hyphenation, controlling page breaks, and using the thesaurus.

\*Required for completion of the Software Specialist Certificate.

### Software Specialist Review\*

Participants will review the methods for creating and editing macros, tables, merge files, graphics, and equations. Includes practical exercises that challenge and strengthen the skills learned in previous sessions.

\*Required for completion of the Software Specialist Certificate.



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## Introduction to Lotus 1-2-3™ (Version 2.2)

Lotus 1-2-3™ is a comprehensive data management program that incorporates spreadsheets, data analysis, and graphics into a single integrated package. Students will learn—and practice—a variety of methods to enter data and formulae into a table for analysis, as well as techniques for generating such graphic elements as pie charts and bar graphs. At the final session, students will bring together all of the components they have learned in previous classes into a single project. The examples used in class will include typical business applications such as cost analysis and budget preparation.

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## Special Topics in Lotus 1-2-3™

Advanced applications using Lotus 1-2-3 will be taught using a modular format. Specific topics to be announced.

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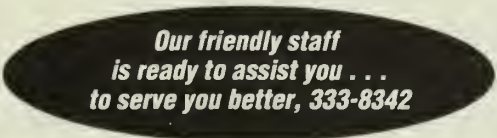
## Introduction to dBase III Plus™

Why keep records on paper and files in drawers when a computer program such as dBase III can be used to create a more efficient, more effective recordkeeping system? In this course, participants will become acquainted with its ability to perform the following tasks: create, copy, rename, and delete files; enter, edit, and display data; sort, index, and summarize records; query the database; generate and modify customized reports; write simple command-file programs; and use the assistant menu. Good database design principles will be emphasized through the use of examples and exercises in class.

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## Introduction to dBase IV™

This course provides a comprehensive introduction to dBase IV™. Upon completion of the course, participants will be able to: create, edit, and delete files; enter and edit data; sort and index information; query the database; and create customized reports. Database design principles also will be emphasized.



*Our friendly staff  
is ready to assist you . . .  
to serve you better, 333-8342*

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## For Macintosh

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## Introduction to Macintosh

A comprehensive introduction to using the Apple Macintosh computer. This course covers information on the Mac operating system and provides a foundation for further Mac training. Among the topics addressed are setting system parameters and clicking-and-dragging.

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## Introduction to Microsoft Word™

This course will provide participants with a thorough working knowledge of the Microsoft Word program. Course topics will include creating, saving, and printing documents. In addition, participants will learn how to check spelling and use the thesaurus, as well as practice setting different types of tabs and margins.

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## Special Topics in Microsoft Word™

Participants will practice advanced applications of this versatile software, including styles and style sheets, transfer of styles and formats, header and footer operations, and using tables to create underlines when making forms.

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## Special Topics in HyperCard

This course is currently under development. Specific topics will be announced.

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## Introduction to Microsoft Excel™

An introductory course on the popular spreadsheet package Excel™. Topics to be addressed include: creating, editing, and printing spreadsheets; writing formulae for use in the spreadsheet; and creating graphs and charts.  
(To be developed for second semester.)

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## Principles of Desktop Design

Currently under development, this seminar will be taught in a classroom and will cover basic graphic design principles.

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## Using Aldus PageMaker™

Both beginning and intermediate classes are being developed. (At press time we are still seeking a qualified instructor. Interested applicants should apply.)

**New!**

## Software Specialist Certificate Program (WordPerfect™ 5.1)

Have you ever gotten stuck on some aspect of WordPerfect™ in the middle of a project and wished there was an expert in your office to whom you could turn to for advice? Now *you* can be that expert!

Our new Software Specialist Certificate Program is a step-by-step approach to helping you become the “office expert” in WordPerfect™ . . . that one indispensable person in your department who knows WordPerfect™ inside and out. This 8-part course will take you well beyond the fundamentals and into the advanced features that make WordPerfect™ one of the most powerful and popular word processing packages ever developed. Class sessions include both hands-on exercises and easy-to-understand lectures. You’ll come away from them with greater knowledge *and* a certificate . . . tangible proof that you have the ability to solve WordPerfect™ problems in-house and to perform tasks that might not otherwise be accomplished.

### ✓ *How do I get started?*

To receive the Software Specialist Certificate, participants must formally enroll in the program and pay a one-time enrollment fee of \$30. (Note: Payment of the enrollment fee does not constitute enrollment in individual courses; course registrations are handled separately.)

Once the enrollment paperwork is completed, each participant receives: a copy of *WordPerfect 5.1 Quick Reference Book*; a three-ring binder with printed tabs in which to keep all the handouts that will be distributed in class; and a diskette containing exercises for use in and out of class. Upon completion of the program, participants receive a formal certificate in a presentation folder.

**Call today...  
333-8342**

### ✓ *What courses are required?*

The following courses are required for completion of the Software Specialist Certificate:

- Introduction to WordPerfect™ 5.1 (8 hours)
- Advanced WordPerfect™ 5.1 (4 hours)
- Equations (2 hours)
- Macros (4 hours)
- Merge Functions (4 hours)
- Tables (4 hours)
- Integrate Text with Graphics (4 hours)
- WordPerfect™ Software Specialist Review (4 hours)

Only classes sponsored by the CEC are eligible for credit in this certificate program.

Participants in the Software Specialist Program must *first* complete the Introduction of WordPerfect™ 5.1. Then, courses may be taken in any order, with the exception of the WordPerfect Software Specialist Review which should be completed last.

Note: All CEC WordPerfect™ 5.1 classes taken prior to formally enrolling in the Software Specialist Certificate Program may be counted toward completion of the certificate. Ask Staff Development to check our records for final verification.

### ✓ *How long does it take to complete the certificate?*

The Software Specialist Certificate Program can be completed within a single semester. However, for best results, we recommend that you allow two semesters to complete the coursework.

### ✓ *Will I receive any special priority for scheduling classes?*

All participants who are formally registered in the program will receive new class announcements in advance of the general population.

Call Ranae Buhr or Jeff Brownfield today to register for the certificate. Then watch for the CEC class announcements to schedule your classes.



**New!** Books on Tape

Staff Development makes it easy for you to keep up with the latest and most popular books on business, management, personal style, and professional development. No need to set aside an hour or two each day for a quiet read. Just pop one of these handy audio tapes into your cassette player (all have been adapted from the original books) and learn while you walk, jog, mow the lawn, or commute to work. (Some of the books we offer on tape are also included in our Manager's Edge discussion series. See page 30 for details.)

Our books on tape are an easy, economical way to "read" the books you've been meaning to read. Simply call Ranae Buhr at 333-8342 to schedule your rental (two week minimum). The rental fee for any book is just \$5 for a two-week period, and you can charge it to your UI account or pay by personal check. We handle the paperwork. All you do is select the titles you want. We'll send your tapes out by campus mail; you can return them the same way.

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### Beyond A Passion for Excellence

Tom Peters

Listen as Tom Peters, co-author of *In Search of Excellence* and *A Passion for Excellence*, presents his newest ideas for competing—and winning—in today's business climate. Peters discusses the changes new competitors are making in their companies and shows you how to implement "pockets of excellence" in your own workplace. #BOT1

**New!**

**Managing Within the Law**  
See page 34.




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### Goals: Setting and Achieving Them on Schedule

Zig Ziglar

Success begins with solid goals. Businesses need them, governments need them, you need them, too. Now, master motivator and super salesman Zig Ziglar offers a dynamic seven-step formula for clearly defining your immediate and long-term goals . . . and then realizing your dreams. You'll learn how to change your strategies without changing your vision, master your time, and finally get what you want out of life. #BOT2

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### The Heart and Soul of Excellence: Beyond In Search of Excellence

Tom Peters

A revolution in management style and leadership is reshaping American corporations. Now Tom Peters takes you beyond the "search for excellence" to its very heart and soul. Learn how techniques such as listening to customers, staying in touch with co-workers, and striving for top-notch quality and service have made a difference for the likes of PepsiCo, IBM, Wal-Mart, and DuPont, and how the principles that worked for the "big guys" can lead you to success as well. #BOT3

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## Hidden Passions

Steve Pieczenik, M.D., Ph.D.

Even if you've achieved the trappings of success—money, prestige, status—you may still feel empty. Psychiatrist Steve Pieczenik provides the tools that will help you discover how to open the doors to fulfillment. Using Dr. Pieczenik's self-discovery techniques, you'll stop asking "Is that all there is?" and start achieving the happiness and self-confidence you've earned. #BOT4

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## Inner Management: The Importance of High Self-Esteem

Ken Blanchard and Jennifer James

Your image of yourself is crucial to every area of your life: it gauges how far you are likely to go in life and how successful you are likely to be. By far, self-esteem is one of the most important keys to success . . . or failure.

Blanchard and James offer powerful self-esteem building exercises that can help make your life a success. #BOT5

*Note: Jennifer James will be speaking at the Second to None conference on campus, April 21 and 22, 1992. See page 52.*

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## Megatrends 2000: Ten New Directions for the 1990's

John Naisbitt and Patricia Aburdene

The internationally known social forecasters who accurately predicted the shape of the 1980's are back again to predict 10 new directions for the 1990's, including the global economic boom, the triumph of the individual, and the renaissance in the arts. Discover how the changes they foresee for the '90s will have a profound effect on all aspects of our lives—jobs, finances, education, and even leisure time. #BOT6

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## The Power of Optimism

Alan Loy McGinnis

Author Alan Loy McGinnis explains the 12 characteristics of optimism, then tells you how to acquire them. You'll learn how to teach yourself to be an optimist, stave off discouragement, and keep your motivation high. With the power of optimism, your whole life can take a joyful direction. #BOT7

Call  
Ranae today  
333-8342

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## Straight A's Never Made Anybody Rich: Lessons in Personal Achievement

Wess Roberts, Ph.D.

Drawing on the personal triumphs of real-life heroes, Wess Roberts outlines the traits that are characteristic of high achievers. You'll learn that education, experience, and judgment are only part of the profile—truly successful people know how to confront and manage adversity. Now you, too, can use the fears, mistakes, and negative circumstances that you thought were holding you back to realize your full potential. #BOT8

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## The Tao of Management

Bob Messing

The path of the Tao in management is one of attainment, harmony, and reaching one's full potential. This program—featuring comments and anecdotes by Ken Blanchard, author of *The One-Minute Manager*—addresses the broad issues of trust, ethics, and awareness. Along the way, you'll discover valuable insights into effective managerial skills and behaviors and begin a journey down the road to self-fulfillment as well as success. #BOT9

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## The Ten Commandments of Business and How to Break Them

Bill Fromm

Until now, business has been ruled by a table of seemingly unbreakable commandments—the customer is king, rank has its privileges, don't mix business with pleasure. Now comes renegade businessman and advertising executive Bill Fromm to tell you that these outmoded rules of play are holding you back. In this sometimes startling and always insightful program, Fromm offers unique alternatives that prove you can have fun at work while bucking convention *and* boosting profits, productivity, and morale. #BOT10

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## That's Not What I Meant! How Conversational Style Makes or Breaks Relationships

Deborah Tannen, Ph.D.

It's not just what you say, it's how you say it, according to psycholinguistics expert Deborah Tannen. In this informative program, she helps you recognize your own conversational style and understand the styles of others so you can deal with any situation more effectively. Armed with her tools for communication success, you can



prevent small differences from becoming big arguments and save any conversation—or relationship. #BOT11

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## **Thriving on Chaos: Handbook for a Management Revolution**

Tom Peters

In this adaptation of his bold new book, Tom Peters delivers an urgent message: If American corporations are going to thrive in today's—and tomorrow's—turbulent world, there must be a revolution in management practices and organizational structure. Combining incisive analysis with hundreds of concrete actions and examples, *Thriving on Chaos* shows what managers at every level must do—and do now—to accomplish this revolution. #BOT12

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## **What They Don't Teach You at Harvard Business School: Notes from a Street-Smart Executive**

Mark H. McCormack

Listen as the founder of the multimillion-dollar International Management Group and a consultant to many Fortune 500 companies shares his secrets of success. You'll learn how to read people, create the right impression, take the leading edge, and run more productive meetings. Credited as the single most important influence in turning sports into big business, McCormack is living proof that the best business lessons come not from our nation's top business schools but from real life. #BOT13

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## **Word Power**

Peter Funk

Words can inspire cooperation, win arguments, and increase your effectiveness in business and your personal life. With this program, developed by world-renowned linguist Peter Funk of Funk & Wagnall's fame, you can dramatically increase your vocabulary and learn to express yourself with greater clarity and forcefulness. Just follow the simple steps outlined in *Word Power* and see your business presentations, writing, and conversation come alive! #BOT14

## **More Books on Tape**

The following books are also available on audiocassette from Staff Development:

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### **De Bono's Thinking Course** #BOT15

Edward de Bono

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### **How to Run a Successful Meeting in Half the Time** #BOT16

Milo O. Frank

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### **If You Haven't Got the Time to Do It Right, When Will You Find Time to Do It Over?** #BOT17

Jeffrey J. Mayer

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### **Pulling Your Own Strings** #BOT18

Dr. Wayne Dyer

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### **Straight to the Top** #BOT19

Paul G. Stern and Tom Shachtman

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### **Superleadership** #BOT20

Charles C. Manz and Henry P. Sims, Jr.

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### **Swan's How to Pick the Right People Program** #BOT21

William S. Swan

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### **You Can Negotiate Anything** #BOT22

Herb Cohen

***New!***

**Book discussion sessions.**

See page 30.

# A | S P E C I A L | O P P O R T U N I T Y | | F O R | W O R K I N G | W O M E N |

Coming in 1992

## Second to None: Strategies for Success

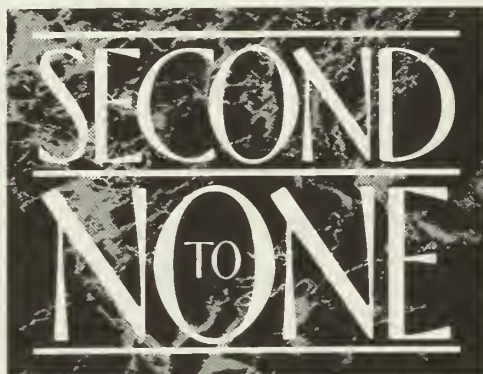
### The Fifth Biennial Conference for Working Women

If you haven't reserved one of these dates on your calendar—Tuesday, April 21 or Wednesday, April 22, 1992—do it now! You don't want to miss out on this, the most important event of the year for working women.

#### Fifth in the series

This year's conference is the fifth in the series of University of Illinois-sponsored biennial conferences for working women. Each conference has its own theme, but the underlying purpose is always the same: to encourage the interchange of ideas among working women on all levels and to increase on-the-job performance by providing programs that encourage productivity and renewed motivation.

Fifth Biennial Conference For Working Women



Strategies for Success

#### We're poised for success

Our conference for working women gets bigger and better every time. And the 1992 event promises to be no exception.

This year's conference theme—"Second to None"—is all about success. By exposure to the personal success of nationally-recognized speakers and participation in workshops on a wide range of professional development topics, every woman

who attends this conference will go away better prepared to achieve her own success . . . both on the job and off.

Just look at some of the speakers who will be coming:

- Dr. Adele Scheele, career strategist for *Working Women* magazine
- Dr. Jennifer James, Seattle-based cultural anthropologist, author, and media personality





- Dr. Loretta Malandro, internationally-known communications expert
- Wally "Famous" Amos, author, entrepreneur, and literacy spokesperson
- Dr. Georgia Witkin, author, psychologist and late-night television host

These five high powered presenters are representative of the outstanding caliber of speakers you can expect to meet at our 1992 conference. Every speaker—an expert in his or her field—will inspire you to achieve a level of success that is *Second to None*!

### Who will be there?

Lots and lots of working women from all over the state of Illinois. Women working in non-traditional jobs, women working in offices, women in the professions, in administration, in teaching, in public service, in sales. You name it—they'll be there.

### The conference is described as being for working women. Can men attend?

Of course—and we hope they do. The reference to women is descriptive, not restrictive. Some of the sessions will focus specifically on the needs of working women but all of the sessions will be beneficial to *anyone* who works for a living.

### Should you attend?

Absolutely! Especially if you care about your career.

Everyone who attends *Second to None* will come away inspired . . . ready to return to work and put to use the new skills learned from nationally-recognized experts.

*Second to None* will change the way you feel about your job, your profession, yourself. It's simply the biggest and best career development opportunity available in Illinois for working women. And *you* can't afford to miss it!

### Two dates to choose from.

More than 2,000 participants from all across the state of Illinois attended our 1990 conference at Krannert Center for the Performing Arts; another 1,000 wanted to come, but for lack of space, had to be turned away.

We won't allow that to happen in 1992. That is why we've reserved Krannert Center for two consecutive days. This year, by offering our conference twice—same speakers and schedule both days—twice as many working women will be able to attend.

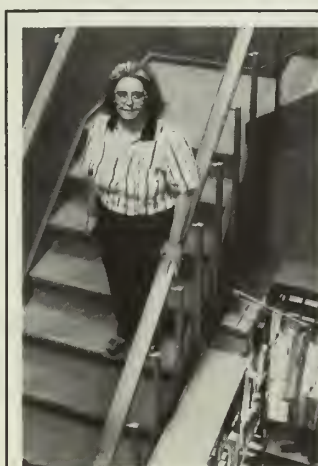
### The price is right.

Registration for the full day of activities, including general sessions, workshops, continental breakfast, breaks, and lunch is just \$79 per person (\$89 after March 15, 1992). At such a reasonable price, is there any reason why you should miss out?

### Details coming soon.

Be watching your mail for the official conference announcement coming your way in February 1992. (Sorry, we can't take reservations until then.) In the meantime, clear your calendar and get ready to enjoy the fruits of your success!

If you are not at the University of Illinois and would like to receive a conference announcement, please call us at 333-8342.



*"After being out of school for 20 years, I had forgotten many of the little things that make a job easier. Staff Development helped me refresh those tidbits of information and to learn many new skills which have helped me in my position . . . [and] which I have been able to take back to my department and share with others."*

Sherry L. Holzner  
Library of the Health Sciences  
College of Medicine at Urbana-Champaign

**New! 2 week minimum rental.**

**M**astering the skills and techniques needed for career success takes hard work and commitment. But with the daily pressures that are part of just doing a job, who has the time to stay on top of the latest literature or access to the kind of budget that allows travel to off-site seminars?

With Rent-a-Seminar, personal and professional growth can be yours for just \$5. And you never even have to leave your office! Choose from a wide variety of topics offered as video or audiocassettes. Then train at home or office . . . while you exercise, fix dinner, or commute to work. You can learn on your own or with colleagues at staff meetings.

Staff Development began offering Rent-a-Seminars two years ago. Since then, we've tripled the programs available to you on cassette.

Rent-a-Seminar is an easy, inexpensive way to train. Just call Ranae Buhr at 333-8342 to schedule your 2-week rental. The rental fee for any audio or video title is just \$5 for 2 weeks, and you can charge it to your UI account or pay by check. We handle the paperwork. All you have to do is select the titles you want. We'll send out your tapes by campus mail; you can return them the same way.

## Tips for Cassette Learning

Audio and videocassettes are terrific learning tools . . . but only if you know how to make the most of them. CareerTrack, a professional development company, offers these suggestions:

- *Strategically position tape players and tapes.* The best way to integrate tape learning into your lifestyle is to place tapes and tape players everywhere you spend large blocks of time. Then, when you're ready to learn, all you have to do is push "play."
- *Invest in a fast-play tape machine.* Your brain can comprehend up to 450 words per minute, yet most people talk just 125 words per minute. Don't give your mind the opportunity to wander during training. Variable-speed tape recorders make it possible for you to experience spoken-word cassettes in half the time—and increase your comprehension in the process.
- *Experience a program twice (at least).* Research suggests that we forget 66% of what we hear just once within 24 hours and nearly all of it within 30 days. When you find a good tape program, replay it until you've squeezed out every last idea.
- *Use tapes for training.* If you're a manager, one of your primary responsibilities is to promote the professional development of those you supervise. With cassettes, you can provide a steady stream of training for your employees at a fraction of what you would pay for other training programs.
- *"Attend" by tape to save time.* When you can't take time off to attend a seminar, tapes are the next best thing to being there. Budget just an hour a day to listen and within a week you'll have completed the average one-day seminar without ever leaving your office!
- *Listen!* No matter how many cassette players you own, you won't learn a thing if you don't pop in a tape and lend your attention. Make listening a habit. Program yourself to press "play" as soon as you get into your car, start exercising, whatever.

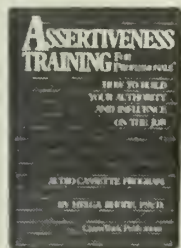
*Our friendly staff  
is ready to assist you . . .  
333-8342*



## Audiocassettes

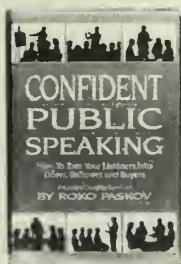
Rental fee: \$5 per two-week rental (minimum)

Late return charge: \$1.00 per day for tapes returned late. It is the borrower's responsibility to make sure returned tapes are received no later than 10:00 a.m. on the due date.



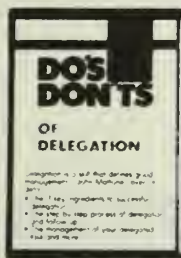
### Assertiveness Training for Professionals

Managers walk a fine line between strength and sensitivity, between respect and intimidation. Learn how to strike the powerful balance between being "too nice" and coming on too strong. (4 tapes) #RAS1



### Confident Public Speaking

The ability to speak in front of people is essential to success, yet many professionals rate public speaking as their #1 fear. This program provides the tools and techniques used by pros that are guaranteed to put listeners in the palm of your hand. (6 tapes) #RAS2



### Dos and Don'ts of Delegation

This program shows you how to move mountains of work by properly utilizing the people around you. You'll learn to stop thinking that to get it done right you have to do it yourself and start experiencing the power of successful delegation. (1 tape) #RAS4



### Exceptional Customer Service

There's no mystery to why certain companies earn your long-term business. They make you feel as if you're an important part of their success. Learn, step-by-step, how you, too, can attract more customers and win their long-term loyalty. Presented by Lisa Ford of CareerTrack. (4 tapes) #RAS5

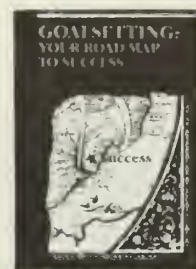
## Getting Things Done: Goal-Oriented Time Management

Here are strategies you can use immediately to save time and get more accomplished every day. Learn the tools and tricks that will increase your daily output, hour-by-hour. (4 tapes) #RAS6



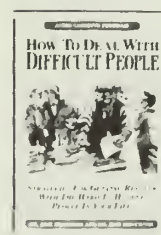
## Goal-Setting—Your Road Map to Success

Are your professional and personal goals any closer to becoming reality than the day you conceived them? If not, this tape can help. Learn the critical difference between dreams and goals, plus techniques for insuring daily progress toward achieving your goals. (1 tape) #RAS7



## How to Deal With Difficult People

At last, you can learn to thwart the most frustrating, hair-pulling types of behavior. Learn how to handle bullies, touchy people, negative and critical people, and other "hard-to-handle" personality types. (4 tapes) #RAS8



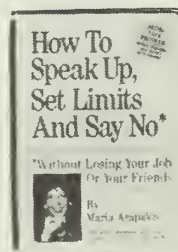
## How to Manage Your Boss

This practical guide offers a revolutionary way of looking at work. You'll be introduced to proven methods that will help you and your boss understand each other better while you create a more effective working relationship. (6 tapes) #RAS11



## How to Speak Up, Set Limits, and Say No (Without Losing Your Job or Your Friends)

Learn to identify—and change—those areas of life where you habitually let people "go too far." This program is packed with techniques to help you get treated the way you want—at work, at home, and in your personal relationship. (Note: This is Ranae Buhr's personal favorite.) (4 tapes) #RAS13





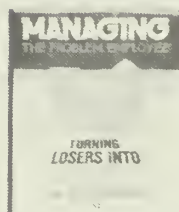
## How to Succeed as a Working Parent

Your desire to be a nurturing parent does not have to contradict your desire for a career. It does, however, require the special skills this program provides. Learn how to neutralize undeserved guilt and achieve cooperation among family members. (4 tapes) #RAS14



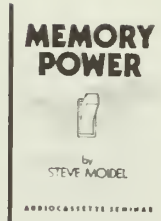
## Leadership Secrets of Attila the Hun

You may be surprised, but Attila the Hun did a lot of things right. Removed from his historical environment, you'll discover he has the exact characteristics of today's most successful entrepreneurs, diplomats, social reformers, statesmen, and generals. Every good leader can become a greater leader by becoming a little more like Attila and adopting his philosophies. (4 tapes) #RAS29



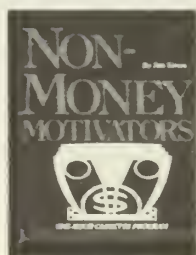
## Managing the Problem Employee: Turning Losers Into Winners

Do you have some problem employees in your department? Maybe there's just one who takes up your time. The truth is, they may have a lot of potential—and need some help. Learn the eight-step process that prevents employee problems from starting and how to know which employees would benefit from counseling. (6 tapes) #RAS30



## Memory Power

Research suggests that memory suffers less from age than from lack of practice. The scientific techniques presented in this program will show you how to improve your memory . . . by using it! (4 tapes) #RAS15

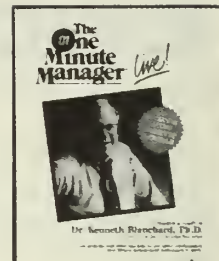


## Non-Money Motivators

When it comes to motivating people, money truly isn't everything. Discover the motivators studies have shown to be universal; then learn how to use feedback, discipline, and goal-setting to motivate yourself and others. (1 tape) #RAS16

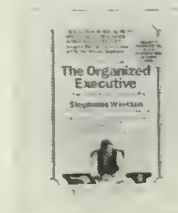
## One-Minute Manager

An up-close look at Dr. Kenneth Blanchard's proven technique for motivational management. You'll learn how to foster greater commitment in your staff, realize fewer mistakes and wasted effort, and achieve a higher degree of openness and appreciation. (6 tapes) #RAS17



## The Organized Executive

Now you can get twice as much done in half the time! In this program, you'll learn practical tips for disposing of time-consuming tasks so you can concentrate on what's really important and free yourself for more creative endeavors. (6 tapes) #RAS31



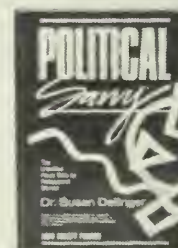
## Personal Power

Personal power is what makes people notice you, respond to you, and respect you . . . and it comes from internal qualities not from position. Learn how to bring those qualities out in yourself so that you can be more respected and promotable. Presented by Lisa Ford. *There is no charge to rent this tape program.* (2 tapes) #RAS18



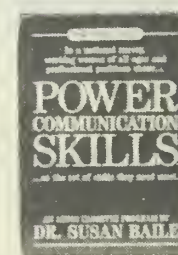
## Political Savvy

Many professional women stall out on the road to success because they lack political savvy. Dr. Susan Dellinger will help you discover the unwritten rules every successful, achieving woman already knows. (Note: This is Lynne Hellmer's personal favorite.) (4 tapes) #RAS20

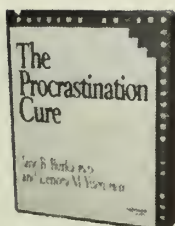


## Power Communication Skills

Calling all professional women: Wish you had more authority? Want to increase your charisma and persuasive power? This program's a must . . . but only if you want to reach new heights in your professional and personal life and enjoy the rewards that will follow. (4 tapes) #RAS20







## The Procrastination Cure

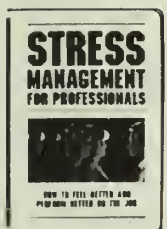
Put an end to putting it off! Learn why you choose to procrastinate, how procrastination affects setting and achieving goals, how stress influences procrastination, and ways to enlist support from others in your efforts to overcome the problem. (6 tapes)

#RAS26



## Self-Esteem and Peak Performance

This program is packed with skills you need to feel and be your best consistently: How to get what you want in life by letting go of fear, how to hold on to your self-esteem after a failure, how to put the fun back into your career and personal life. (4 tapes) #RAS21



## Stress Management for Professionals

Now you can feel better and perform better on your job. This program introduces you to a fascinating system for stress reduction that is both practical and easy to implement. You'll learn about yourself . . . and how you can lead a happier, healthier life. (4 tapes)

#RAS22



## Success Self-Programming

Create new mental patterns that enable you to succeed over and over again by incorporating eight techniques for "success self-programming." Don't miss this chance to tap into the programs that today's high-achievers are already using. (2 tapes) #RAS23



## Success Shortcuts

Here are 25 vital career skills you were never taught but absolutely must know. Learn how to make things happen, overcome conflict, negotiate better deals, manage stress, listen aggressively, write clearly, build visibility, and much more! (6 tapes) #RAS24

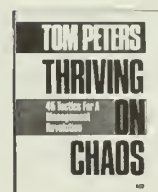
## Team Building—How to Motivate and Manage People

Teamwork leads to greater productivity and creativity and ultimately determines the success of your staff and your department. Learn how to find good team members and how to lead them to be their best. (4 tapes) #RAS25



## Thriving on Chaos

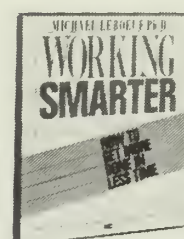
All of us must constantly adapt to changing conditions in both our work and private lives. This seminar—from management guru Tom Peters—will help you learn to love the change and view chaos as an opportunity rather than a problem. (6 tapes) #RAS27



## Working Smarter—Get More Done in Less Time

Discover how to get more accomplished by setting goals and priorities, cutting your paperwork, building a productive work team, and developing your executive abilities to their fullest. (6 tapes)

#RAS28



## Videocassettes

Rental fee: \$5 per week for 2 week minimum. \$1/day late return charge.

## How to Get Results with People

Build your influence, authority, and leadership on—and off—the job! This fascinating and informative videotape will help you realize immediate results with all kinds of people in your professional and personal life. (105 minutes) #RAS9

## How to Listen Effectively

Listening is one of the most important skills you can cultivate for career success. This program reviews the reasons for improving your listening skills and provides a 6-step guide to help you be a better listener. (62 minutes) #RAS10

## How to Read People

At last, a simple technique for learning to "read" people. Using a diagram with two axes, this easy-to-follow program is guaranteed to help you understand people and have more satisfying relationships with those around you. (59 minutes) #RAS12

## Reprint Service

Each year when Staff Development does its program planning, we come into contact with loads of wonderful resource materials. Some of these materials give us the foundation for planning new seminars; others we find valuable for our own professional growth.

We can't emphasize too strongly the importance of reading the "classics" in supervisory and management development. From our own collection, we've chosen those readings that we have personally and professionally found to be the most valuable. We hope that you, too, will expand your learning outside of the traditional training environment.

Now, we want to make it easy—and economical—for you to acquire professional reading materials either for yourself or for your office reference library. Select from more than 40 different articles on a wide range of work-related subjects including decision making, employee performance, group dynamics, management style, and personal development. All are reprints from such widely respected publications as the *Harvard Business Review* and *Psychology Today*. And all can be yours at a significantly reduced cost by taking advantage of Staff Development's quantity purchasing power. We order reprints four times a year . . . and pass the savings of quantity purchasing on to you. There's no better or more cost effective way to acquire your own professional reading library.

### How to Order

Price: \$2.50 each, except where noted.

Participants in the Professional Supervisor Certificate Program who have not yet ordered are eligible for \$5.00 worth of reprints at no charge.

To place an order: Phone us at 333-8342 and give us the titles. We will place an order on September 30, December 2, February 17, and May 4.

Here's a description of the reprints currently available, by subject, from Staff Development.

### Administrative Skills

#### How to Run a Meeting

Antony Jay

*Harvard Business Review*

This article offers guidelines on how to right the things that go wrong in meetings. The discussion covers the functions of a meeting, sizes and types of meetings, the role of the chair, and how to define objectives and conduct a meeting that will achieve them.

#### Skills of an Effective Administrator

Robert L. Katz

*Harvard Business Review*

Effective administration is more a matter of what you can do than of who you are. Robert Katz identifies the three basic skills every successful manager must have.

### Communication

#### The Hidden Messages Managers Send

Michael B. McCaskey

*Harvard Business Review*

Imagery, office setting, and body language communicate as much about how a manager thinks as the words coming out of his or her mouth. Learn how to read the hidden messages conveyed by these three elements in others and how to use them to your own advantage.



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## Body Talk and Tone of Voice: The Language Without Words

Robert Rosenthal, Dane Archer, M. Robin DiMatteo, Judith Hall Koivumaki, and Peter L. Rogers  
*Psychology Today*

Five researchers share findings from their Profile of Nonverbal Sensitivity, a test which measures a person's ability to understand two kinds of wordless communication—tones of voice and movements of the face and body. You may be surprised at the results and their implications.

---

## Nonverbal Communication: How We Send Emotional Messages

Ernst G. Beier  
*Psychology Today*

Actions really do speak louder than words. In this article, which recounts his studies of nonverbal behavior in newlywed couples, Ernst Beier contends that we create our own problems by stimulating the world around us without knowing what we're doing.

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## How Well Do You Read Body Language?

Dane Archer and Robin M. Akert  
*Psychology Today*

Even the most mundane conversation takes place in the context of facial expressions, gestures, and tones of voice that modify the meaning of the spoken words. Authors Archer and Akert share the test they have devised to show how much we really learn from nonverbal clues.

---

## Dress for Effect

Michael R. Solomon  
*Psychology Today*

Clothing has a two-fold effect: it influences how you see yourself and it directly impacts how others see you. Author Michael Solomon shares some recent findings that confirm the power of clothing as communication.

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## Conflict Management

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### Make Conflict Work for You

Joe Kelly  
*Harvard Business Review*

Contrary to popular belief, conflict isn't always bad. If properly managed—rather than suppressed, ignored, or avoided altogether—conflict can actually contribute to a company's effectiveness. This article shows you how to make conflict work in your workplace.

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## Decision Making, Problem Solving

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### Decisions, Decisions

Jay Hall  
*Psychology Today*

Group decisions are often inadequate because, the author contends, the members of the group expect them to be. In this article, Jay Hall shares the results of an experiment that proves there really is strength in group problem solving.

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### Discovering Your Problem-Solving Style

David E. Ewing  
*Psychology Today*

Each of us has a preferred way of solving problems. This article helps you recognize your own problem-solving style and choose a career that makes the most of it.

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## Employee Performance and Morale

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### Demand Better Results — and Get Them

Robert H. Schaffer  
*Harvard Business Review*

Most organizations have the potential for greater productivity, but they may never realize it because their managers set performance expectations that are too low. Robert Schaffer examines why appropriate demands aren't made and outlines a strategy to help managers ask for more . . . and get it.

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### The 100 Club

Daniel C. Boyle  
*Harvard Business Review*

Some of the best ideas for boosting employee morale come from companies that have faced the problem head on. In this article, the vice president of Diamond Fiber Products, Inc., shares an innovative reward program that has made a positive difference in productivity, efficiency, and employee attitudes at his plant.

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### Motivation, Morale & Money

Frederick Herzberg  
*Psychology Today*

Money doesn't motivate workers; responsibility, challenge, and the opportunity for growth do. Author Frederick Herzberg describes his motivation-hygiene theory and discusses the influence of environment and morale on job satisfaction and productivity.

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### Beyond Stick and Carrot: Hysteria Over the Work Ethic

Peter F. Drucker  
*Psychology Today*

Renowned management theorist Peter Drucker takes a look at why attempts to manipulate workers by threats,

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money, and psychological tricks have failed. He suggests, instead, a basic reshaping of work structures to allow for greater productivity and individual achievement.

## Ethics

### Moral Mazes: Bureaucracy and Managerial Work

Robert Jackall

*Harvard Business Review*

Generations of Americans have been taught that the way to move up the corporate ladder is to work hard. In his interviews with more than 100 managers, the author of this study has come to believe that the ways of bureaucracy are eroding the traditional work ethic. This article encourages you to rethink your attitudes about work and upward mobility.

## Expert Advice

### An Interview with "Mr. Behaviorist"—B. F. Skinner

Mary Harrington Hall

*Psychology Today*

Take a firsthand look at what one of the major contributors to modern psychology had to say about the state of the world, work, education, and the future of behavioral engineering.

### A Conversation with Peter F. Drucker

Mary Harrington Hall

*Psychology Today*

Management guru Peter Drucker talks about career choices, job stereotypes, graduate school, second careers, and the wisdom of the late B. F. Skinner in an interview that has implications for both employers and employees.

### A Conversation with Peter F. Drucker

Elizabeth Hall

*Psychology Today*

One of the country's leading management consultants admits that he often plays the role of "insultant." In this insightful interview, Peter Drucker offers some occasionally insulting advice on everything from educational addiction to the problems of motivating workers.

## Group Dynamics

### Groupthink

Irving L. Janis

*Psychology Today*

The U.S. road to disaster in Vietnam, the Bay of Pigs, Korea, and Pearl Harbor is paved with what author Irving Janis calls "groupthink"—the desperate drive for consensus at any cost that suppresses dissent among the mighty. Learn to recognize the symptoms of groupthink in your own organization . . . and avoid its disastrous consequences.

### Productivity and Group Success: Team Spirit vs. the Individual Achiever

Alvin F. Zander

*Psychology Today*

An expert in group dynamics argues that, under the right conditions, individual workers may strive harder for the success of their groups than for themselves. Learn how greater productivity can be achieved through teamwork.

## Leadership

### Style or Circumstance: The Leadership Enigma

Fred E. Fiedler

*Psychology Today*

How do people become leaders and what qualities make them effective? This article discusses the combination of personality and circumstance that breeds leaders and explores the differences between leader behavior and leadership style.

## Management Style

### Managers Can Drive Their Subordinates Mad

Manfred F. R. Kets de Vries

*Harvard Business Review*

What happens to subordinates when a manager is all quirks and no acceptable behavior? Learn how excessive dependency on another person can breed disaster in the workplace.

### When a New Manager Takes Charge

John J. Gabarro

*Harvard Business Review*

Why do some managers seem to function well right from the start? Author John Gabarro explores the factors that account for the success of some managers and the failure of others.

### Good Supervisors Are Good Supervisors—Anywhere

Janice A. Klein and Pamela A. Posey

*Harvard Business Review*

As participatory management gains in popularity, what happens to supervisors schooled in the traditional, non-participatory style? Klein and Posey contend that top-notch performers do their job the same regardless of the work system.



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## When Professionals Have to Manage

Jay W. Lorsch and Peter F. Mathias  
*Harvard Business Review*

Professionals—architects, lawyers, accountants, consultants, and the like—are not trained for managing. Learn how they can become “producing managers,” people who successfully combine management activities with the production of client services.

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## Authoritarianism

Stephen M. Sales  
*Psychology Today*

Fear feeds authority. This unsettling study looks at our tendency to embrace authoritarianism when threatened and to admire power and those who wield it.

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## Good Guys Make Bum Bosses

David C. McClelland and  
David H. Burnham  
*Psychology Today*

When it comes to supervision, nice guys really do finish last. The authors show how the boss who's bent on being loved can cause confusion in the work place, plus a drop in employee morale and output.

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## The OK Boss in All of Us

Muriel James  
*Psychology Today*

We all boss somebody, whether employee or child, and we all get bossed by others. The author of the book *Born to Win* tells how transactional analysis can be used to find the effective (OK) boss that exists in all of us.

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## What Makes a Manager Good, Bad, or Average?

Jay Hall  
*Psychology Today*

Management success depends on knowing what it takes to be an effective manager. Social-industrial psychologist Jay Hall discusses the ways managers who do well act differently from those who are average or worse based on a study of 16,000 bosses.

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## The Intolerable Boss

Michael M. Lombardo and  
Morgan W. McCall Jr.  
*Psychology Today*

Everyone has had at least one impossible boss in their lives. Learn how to live with an intolerable supervisor and to translate that negative experience into positive guidelines for your own managerial philosophy.

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### Personal Development

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## How Much Stress Is Too Much?

Herbert Benson and Robert L. Allen  
*Harvard Business Review*

A certain amount of stress is good, but when managers feel themselves under too much pressure, they burn out and their judgement goes downhill. Here are some ideas for ways you can balance the value and dangers of stress in your own organization.

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## Self-Fulfilling Prophecy

Robert Rosenthal  
*Psychology Today*

Can a child become brighter just because a teacher's smile shows that he is expected to be smarter than he thought he was? Look at what happens when a behavioral scientist in pursuit of objectivity approaches an experiment in the self-fulfilling prophecy.

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## The Pygmalion Effect Lives

Robert Rosenthal  
*Psychology Today*

Do students live up or down to their teachers' expectations of them? Do teachers who think their students are bright teach harder? Psychologist Robert Rosenthal says yes and offers new evidence to support his widely criticized Pygmalion theory.

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## Can We All Be Better than Average?

David G. Myers and Jack Ridl  
*Psychology Today*

We all like to think we're better than average, but what does that do to the law of averages? Studies by psychologists Myers and Ridl describe an epidemic of self-serving biases in the ways in which we perceive ourselves.

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## Why Am I in This Job?

Berkeley Rice  
*Psychology Today*

Have you ever asked yourself this question? If you're bored, burned out, or just ready for a change, here's a fresh look at how career counseling can help.

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### Personnel Issues

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## Case of the Plateaued Performer

E. Kirby Warren, Thomas P. Ference,  
and James A.F. Stoner  
*Harvard Business Review*

What happens when an immovable object—an older but still valuable manager who has reached his own advancement potential—meets an irresistible force in the form of a bright, young subordinate on the way up? Four business leaders offer their

recommendations on how one company might handle the conflict that arises when a "plateaued" performer is bypassed by younger, less experienced colleagues.

## How to Make People Decisions

Peter F. Drucker  
*Harvard Business Review*

Why do some managers seem to have the golden touch when it comes to matching people and jobs? This widely respected author, professor, and manager offers five steps for making more effective staffing decisions.

## How to Deal with Bizarre Employee Behavior

Terry L. Leap and Michael D. Crino  
*Harvard Business Review*

Eccentric employee behavior calls for an unorthodox approach. Two professors of personnel management suggest some criteria to keep in mind when confronted by matters whose resolutions aren't covered in your organization's handbook of rules and procedures.

## The Abrasive Personality at the Office

Harry Levinson  
*Psychology Today*

The worker with an abrasive personality poses special problems for bosses and subordinates alike. Learn how to recognize the origins of disruptive behavior and deal with it in the most appropriate manner.

## Interview Guide for Supervisors

College and University Personnel Association  
This comprehensive booklet offers tips on preparing for and conducting effective job interviews, with special emphasis on the legal aspects of the hiring process. Included is a handy tear-out guide which spells out those inquiries that are permissible in a pre-employment interview as well as those that should be avoided. (Available now; no need to wait until order date.)

## Time Management

## Management Time: Who's Got the Monkey?

William Oncken, Jr. and Donald L. Wass  
*Harvard Business Review*

Why do managers run out of time while their subordinates run out of work? In part, because of the manager's inability to handle what the author calls "monkey-on-the-back" input. This article explores the meaning of time management and underscores the value of assigning, delegating, and controlling.



"We're fortunate that the University encourages, and is willing to invest in continued training and development of staff. I feel personally and professionally enriched by offerings which enhance communication and relationship skills. The high quality of presentation and concise, clear packaging of information makes course offerings tools which one can use immediately to increase personal skills

[that] relate to more productive work performance."

Katrina Good  
Krannert Center for the Performing Arts



"The presenters were all well-qualified in their fields. Every session provided plenty of food for thought. Staff Development provides a high-quality alternative to commercial groups...at a fraction of the cost."

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# STUDENT | INTERN | PROGRAM

People—not just courses—make our training program stand out from the rest. We believe that an important part of our mission here at Staff Development is to help undergraduate students—aspiring professionals—gain hands-on experience in the field of training. That is why, each year, we welcome the opportunity to have student interns join our staff.

We have found over the years that working with student interns is a two-way street—the students learn from us and we, in turn, learn a great deal from them. As mentors, we are able to provide these aspiring professionals with the “real-world” experience they need but simply cannot get in a classroom or from a textbook. Along the way, they provide fresh ideas and innovative solutions that we might otherwise have overlooked. From time to time, the questions they raise about why we do what we do cause us to reflect on our mission and to rethink our plans. The result—a better overall Staff Development program—benefits all.

As functioning members of the Staff Development team throughout the academic year, our interns develop a wide range of skills by becoming directly involved in the day-to-day operation of our department. Through actual on-the-job experience, our interns acquire such marketable skills as curriculum and program design, class scheduling and evaluation, program monitoring, event planning, marketing, publicity, and promotion.

Our interns receive two semesters of academic credit when they adopt a course of study with us. We cooperate with the AHCE 199 program and with the Psychology department. Serving as interns during the 1991-92 academic year are:



**John Dahlquist**

John Dahlquist, a senior at the University of Illinois majoring in political science and pre-law, plans to continue his education at the graduate level either by attending law school or working toward a master's degree in business administration. John has been especially active in residence hall activities and administration throughout his college career. From his beginning

as floor president, John has worked his way up to residence hall president, delegate to two Illinois Residence Hall Association (IRHA) annual conferences, and director of finance for the 1991 IRHA Annual conference. In 1989, John was a speaker at the annual conference of the Great Lakes Affiliate of College and University Residence Halls and a delegate to the National Association of College and University Residence Halls' annual conference.



**Michelle Goodman**

Michelle Goodman is a senior at the University of Illinois majoring in industrial psychology, with plans to pursue a career in human resource management. She has worked in numerous departments at the UI, including Admissions and Records and Materials Science and Engineering Business Office. While attending Michigan State University from 1988-90, Michelle worked as a secretary in the manager's office at one of the school's residence halls. Michelle served as a delegate for the Hotel Sales and Marketing Association (1989-90) and as an ambassador to Walt Disney World (1989) and Old Country Buffet (1988) at the annual Career Expo event. Her coursework has included classes in industrial organizational psychology and training in industry. In addition, Michelle recently assisted a graduate student in industrial psychology in researching the relationship between confidence and the escalation of commitment.



**Nimesh Gurnani**

A sophomore at the University of Illinois, Nimesh Gurnani has been active in many extracurricular and community activities. While a student at Maine Township High School East, Nim served as Historical Society president, captain of the Flag Corps, representative to Illini Girls State (a simulation of state government), public relations officer for the Spanish Club, and manager of a softball team. At the UI, she is active in the Mosiko-Latin American Dance Club and Amnesty International. Nim has held several positions with retail establishments

in the Chicago area and is currently employed in the main office of Allen Hall.

### Stephanie Lucio



A junior in psychology at the University of Illinois, Stephanie Lucio plans to pursue her master's degree in human resource management through the UI's Institute of Labor and Industrial Relations. Currently, Stephanie is employed in the Office of Residential Life where she serves as a receptionist and information resource person. Her work experience includes positions as a bank teller, office intern, and salesperson. She has been active in such campus-based organizations as the Minority Association for Future Attorneys and the Pre-Law Club. Stephanie enjoys aerobics and intramural volleyball.

We welcome the opportunity to talk with all students—at the undergraduate as well as the graduate level—who are interested in careers in the field of training and development. We have a wealth of experience to share and we promise to provide excellent opportunities for interested students who want to learn and grow with us.

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Gretchen Walters, Studio 2D

##### Writer

Janet Ware, Janet Ware Public Relations

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#### Additional Training from Personnel Services Office

### CHOICES

Do you have higher career ambitions? Are you ready to think beyond civil service exams and job titles? Could you use some help setting career goals? Then Choices is for you.

Inaugurated in 1988 by Personnel Services Office-Employment Services, Choices is designed to help UI employees learn more about career planning and development through discussions and activities emphasizing self-assessment and the need to examine career options in relation to individual abilities and preferences. You won't come away from Choices with a ready-made career plan; you will, however, receive the basic tools and resources you need to get started on the right track—tips on resumé writing and interviewing, the latest information on projected job vacancies around the University, a bibliography of career planning reference materials, and more. Previous sessions have focused on earning a bachelor's degree while still working, women in non-traditional roles, and the Parkland Career Resources Program.

Separate sessions are offered for persons interested in clerical employment and for those seeking technical/professional job opportunities. Enrollment is open to all; however, class size is limited to 50.

Choices programs are free, and because they are held during the noon hour, you don't have to take time away from your job to attend or explain to anyone that you are using your lunch hour to explore employment opportunities. Watch *Inside Illinois* for details about upcoming offerings in the Choices series, or call 333-2137.

**Avoid disappointment.  
Most seminars fill to capacity early.  
Register Today! 333-8342.**



# 1991-1992 Staff Development Calendar

Date	Time	Building	Course Number	Program	Page #
09/24	9:00-4:00	Levis	0191	Investing in Diversity	36
10/09	9:00-4:00	Levis	0491	Investing in Diversity	36
10/10	1:30-4:00	Levis	0591	Power of the Self-Fulfilling Prophecy	31
10/15	8:00-4:00	Illini Union	0691	1991 Affirmative Action Roundtable	37
10/16	9:00-10:30	505 Green	0791	Supervision 103	28
10/17	1:00-4:00	505 Green	0891	Be a Calculator Whiz	39
10/22	8:30-12:00	Levis	0991	Supervision 100	27
10/22	1:00-4:00	Levis	1091	Is Coffee Break the Best Part of Your Day?	43
10/23	1:30-3:00	Levis	1191	Documentation Dilemma	34
10/24	9:00-4:00	Levis	1291	Business Writing for Results	9
10/24	1:30-3:30	Levis	1391	Policy and Rules	31
10/25	10:30-12:00	Illini Hall	1491	Welcome Aboard	35
10/29	1:00-4:00	Levis	1091	Is Coffee Break the Best Part of Your Day?	43
10/29	8:30-12:00	Levis	1591	Supervision 101	28
10/30	9:00-4:00	Levis	0291	Tough Times Are Here to Stay	9
10/31	10:00-12:00	Levis	0391	Take Action: Sexual Harassment	37
10/31	8:30-4:30	Levis	1691	Preventive Management I	32
11/05	9:00-4:00	Levis	1791	You Don't Have to Go Home From Work Exhausted	10
11/07	9:00-4:00	Levis	1891	Investing in Diversity	36
11/08	1:30-3:00	Illini Hall	1991	The Attitude Virus	35
11/12	8:30-12:00	Levis	2091	Supervision 102	28
11/12	10:00-12:00	Illini Union	2191	Take Action: Sexual Harassment	37
11/15	9:00-10:30	505 Green	2291	Supervision 103	28
11/19	8:30-12:00	Levis	2391	Preventive Management II	32
11/19	10:00-12:00	Illini Union	2491	Be Affirmative	36
11/19	1:00-4:30	Levis	2591	Creating a Productive Work Environment	29
11/21	9:00-4:00	Levis	2691	Providing Service in a University Environment	41
11/22	9:00-4:00	Levis	2791	Moments of Truth: The Supervisor's Role in Supervising Service	29
11/26	8:30-4:30	Allerton	2891	Accelerated Supervision	27
12/03	9:00-4:00	Levis	2991	Investing in Diversity	36
12/03	10:00-12:00	Levis	3091	Mastering Change	43
12/04	9:00-11:00	Levis	3191	A Passion for Excellence	30
12/05	10:00-12:00	Illini Union	3291	Take Action: Sexual Harassment	37
12/05	9:00-4:00	Levis	3391	Managing the Overworked, Understaffed Team	10
12/10	9:00-12:00	Levis	3491	What's Your Style?	43
12/16	9:00-4:00	Levis	3591	Management Communication	33
12/19	1:30-3:00	Illini Hall	3691	More Than Money	35
01/09	9:00-4:00	Levis	3792	How to Work With Difficult People	41
01/14	9:00-12:00	505 Green	3892	Everyday Math I	39
01/15	9:00-4:00	Levis	3992	Skills for Managing a Diverse Work Force	33
01/17	9:00-4:00	Levis	4092	How to Present Yourself With Positive Impact	44
01/21	8:30-12:00	Levis	4192	Supervision 100	27
01/21	9:00-12:00	505 Green	3892	Everyday Math II	39
01/22	9:00-4:00	Levis	4292	Investing in Diversity	36
01/22	10:00-12:00	Levis	4392	Keep 'Em Laughing	29
01/23	9:00-4:00	Levis	4492	The Grammar and Usage Seminar	40

Date	Time	Building	Course Number	Program	Page #
01/28	9:00-12:00	505 Green	3892	Everyday Math III	39
01/28	10:00-12:00	Illini Union	4592	Take Action: Sexual Harassment	37
01/30	10:30-12:00	Illini Hall	4692	Meeting the Meeting Challenge	35
02/04	9:00-12:00	505 Green	3892	Everyday Math IV	39
02/04	9:30-12:00	Levis	4792	How to Avoid the Most Common Mistakes	31
02/06	8:30-12:00	Levis	4892	Marketing Professional Skills	44
02/06	1:00-4:00	505 Green	4992	Punctuation Refresher	40
02/07	9:00-10:30	505 Green	5092	Supervision 103	28
02/11	9:00-11:30	Levis	5192	The Art of Persuasion	34
02/11	9:00-4:00	Levis	5292	Investing in Diversity	36
02/13	9:00-4:00	Levis	5392	Managing Multiple Priorities	11
02/14	9:00-11:00	Levis	5492	Speak Up/Speak Out	44
02/14	1:00-3:30	Levis	5592	Motivating Yourself for Success	44
02/18	8:30-12:00	Levis	5692	Supervision 101	28
02/18	10:00-12:00	Illini Union	5792	Be Affirmative	36
02/20	1:30-4:30	505 Green	5892	Basic Office Filing: Part I	40
02/21	9:00-4:00	Levis	5992	Image on the Line	42
02/25	10:30-12:00	Illini Hall	6092	Me! and We	35
02/27	9:00-12:00	Levis	6192	Performance Appraisal	31
02/27	1:30-4:30	505 Green	5892	Basic Office Filing: Part II	40
03/02	1:30-4:30	Levis	6292	Progressive Discipline	31
03/05	10:00-12:00	Levis	6392	First Impression: Resumé Writing	44
03/10	9:00-4:00	Levis	6492	Investing in Diversity	36
03/12	10:30-12:00	Illini Hall	6592	You Know What I Mean	35
03/17	8:30-12:00	Levis	6692	Supervision 102	28
03/17	10:00-12:00	Illini Union	6792	Take Action: Sexual Harassment	37
03/18	9:00-4:00	Levis	6892	Talk It Out	11
03/20	9:00-4:00	Levis	6992	Managing Motivation, Morale, and Money	29
03/27	9:00-11:00	Levis	7092	Beware the Naked Man	30
03/31	9:00-4:00	Levis	7192	Getting Positive Results	12
04/02	9:00-12:00	Levis	7292	Constructive Criticism	33
04/03	9:00-10:30	505 Green	7392	Supervision 103	28
04/07	9:00-4:00	Levis	7492	Investing in Diversity	36
04/10	10:30-12:00	505 Green	7592	Up Is Not the Only Way	35
04/21	8:00-5:00	Krannert Center		Second to None: Strategies for Success Conference	52
04/22	8:00-5:00	Krannert Center		Second to None: Strategies for Success Conference	52
04/28	9:00-11:00	Levis	7692	What They Don't Teach You	30
04/29	1:30-3:00	Levis	7792	Employee Privacy	34
04/30	10:00-12:00	Illini Union	7892	Take Action: Sexual Harassment	37
05/05	9:00-4:00	Levis	7992	Investing in Diversity	36
05/06	8:30-12:00	Levis	8092	It's What You Don't Say	34
05/07	9:00-4:00	Levis	8192	How to Proofread	40
05/08	9:00-4:00	Levis	8292	Moving Up: Building Leadership Skills	30
05/13	1:30-3:00	Levis	8492	Promises, Promises	34
05/14	9:00-4:00	Levis	8392	Who's Afraid of the Big, Bad Boss?	12
05/15	9:00-11:00	Levis	8592	The Leadership Challenge	30
05/19	1:30-4:00	Levis	8692	How to Develop Better Support Staff	32
05/26	9:00-4:00	Levis	8792	Investing in Diversity	36

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Personnel Services Office



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# TOWARD EXCELLENCE



## UNIVERSITY OF ILLINOIS STAFF DEVELOPMENT

*A catalog of seminars, programs,  
classes and training resources*

ACADEMIC YEAR

1 9 9 2 - 1 9 9 3

Dear Friends and Colleagues:

Summer is rapidly drawing to a close and you know what that means—time to start gearing up for the academic year ahead. On behalf of the Staff Development section of Personnel Services, I am pleased to present a tool that can help you make the most of whatever challenges lie ahead—our 1992-93 program catalog.

This year we have chosen to focus on the concept of excellence . . . and with good reason. In tight economic times, commitment to quality and service become more important than ever. The organizations that are most likely to succeed are those that pay more than superficial attention to service and satisfaction.

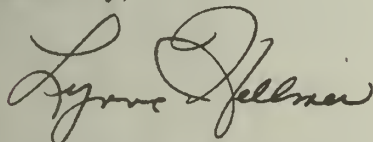
These tough times, it seems, will be with us for awhile. You've undoubtedly made changes to accommodate trying economic conditions; so have we. We've reduced by 30 the number of our offerings and eliminated a few amenities at the seminars. But even with these changes we still feel that we are offering you the very best.

While some belt-tightening measures are essential in tough times, we refuse to sacrifice quality for the sake of economy. There are some cutbacks we won't make . . . nor should you. For example, eliminating training from your budget entirely as a cost-saving measure is a change we strongly urge you *not* to make. Studies have shown that learning on the job has by far been the most significant factor in expanding our nation's productive capacity. The investment you make in training today will pay off in higher work standards and a happier staff tomorrow.

Current demographic data point to the fact that the pool of qualified entry-level workers is on the decline. Consequently, you can no longer rely on large infusions of new employees to fill the demanding jobs created by expanding information and technology. You must be prepared to provide the professional development opportunities that allow your current employees to acquire and refine the skills needed to carry your department and our university through the decade. On the next few pages you will find them.

Please take some time to look over the wide range of services and courses that Staff Development has planned for the coming academic year. Analyze the needs of your department and focus on the development of your staff. Then, pick up your phone and call us to enroll in one, two—even more—of the programs described. You'll be well on your way toward achieving the excellence that is within reach of everyone who strives for the best results from themselves and others.

Sincerely,



Lynne Hellmer  
Manager of Staff Development

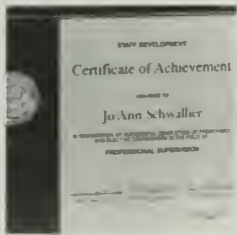




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# Registration Information

## How to use this catalog

This catalog is more than a listing of courses and instructors. It's your key to building professional skills and enriching your own work experience or that of your staff.

Published each fall by the Staff Development section of Personnel Services, this planning catalog provides a complete overview of the professional development programs available to you throughout the upcoming academic year. Our goal is to inform you about our wide range of offerings far enough in advance to allow you the chance to select the courses that interest you most, then set aside the necessary time and funds to become involved.

You may officially register right now for any class . . . the sooner the better, in fact. Our classes always fill quickly. To avoid disappointment, sign up today!

## Who can enroll?

Seminars are open to all employees of the University of Illinois and its affiliates (staff, academic professionals, graduate students, and faculty), as well as to employees of federal, state, county, and municipal government. Employees from area businesses are also welcome to participate.

Our class attendees come from all backgrounds and walks of life. This diversity helps create a training atmosphere in which interesting and insightful discussions flourish.

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*The University of Illinois is an Affirmative Action/Equal Opportunity Employer.*

## Registration Procedures

### and Other Important Information

Registration is as easy as picking up your phone. Watch for our quarterly Staff Development newsletter for the latest course updates, or sign up today for any course listed in this catalog. Our classes fill quickly, but a single call to Staff Development will reserve your spot. So, set aside a few minutes of uninterrupted time, grab your catalog—and give us a call.

Register by phone. We'll do the paperwork.

#### It's easy to register.

1. Phone Ranae Buck at 333-8342.
2. Provide us with information about yourself (name, department, address, and phone number).
3. Give us the course number which is shown at the end of each seminar description.

#### *To charge to a University of Illinois account:*

- We need your department's UFAS account number and title, your 4-digit department code, and the name of the person in your department who is authorizing the charge. We will prepare a Stores/Service voucher and send you a copy.

#### *To pay by personal check or from a company account:*

- Give us billing information and we'll send you an invoice.

#### *To charge to your personal account:*

- You may charge your course fees to your MasterCard or Visa account. Be sure to have your card number and expiration date in front of you when you call.

**All registrations will be confirmed in writing.**





## Cancellation Policy

### Seminars

The decision to hold a seminar is often based on the number of paid registrations. If you register for a particular seminar but later find you are unable to attend, please let us know a minimum of five working days in advance. Registrants who do not cancel within the allotted time will be charged the regular course fee. A substitute may be sent in your place; just be sure to advise us of the change in advance of the seminar.

### Computer Classes

A minimum of five working day's notice is also required if you are unable to attend the computer education program for which you have registered. A substitute may attend in your place, but please let us know in advance. Classes in the computer center fill quickly and waiting lists are almost always the norm. By alerting us to your change in plans, we can notify those who are waiting for openings.

### Cancellation Policy for No-Charge Seminars

We're sorry to say that we've had quite a problem with last-minute cancellations, re-schedules, and "no-shows" whenever we offer a program for no fee. Although the program is offered at no fee to the user there are costs to us whenever a reserved chair in the seminar is unoccupied.

We will ask for an account number and/or billing address even for "no fee" programs. No-shows, re-schedules, and late cancellations that don't adhere to the above policy will be assessed a \$10 charge.

Please help us avoid an unpleasant situation by checking your plans carefully before registering.

## Notification List

The classes offered in our Computer Education Center are in such demand they almost always have waiting lists. To ease the crunch, we keep track of those who wish to be notified at the earliest possible date of the next class offering. On the day the class announcement goes to the printer, a photocopy of the announcement is mailed to everyone whose name and address appears on our special notification list, thus allowing them several days' advance notice to phone in their registration. The list is then discarded.

Please note: Names are not carried over from one list to the next; if you wish to be notified in advance of the next class, you must sign up again.

## Meet Ranae Buck



When you call Staff Development, the first voice you will almost always hear belongs to Ranae Buck. When it comes to fielding questions, taking registrations, and providing exceptional service, Ranae plays "first string" on our Staff Development team.

Ranae joined Staff Development in 1991. A native of St. Joseph, Illinois,

Ranae began her career with the State Universities Retirement System. She joined the staff in the UI's Personnel Services Office in 1988. Prior to moving to Staff Development in 1991, Ranae worked in Employment Services, coordinating the registration for the Choices program and providing assistance to the employment officers.

Ranae's commitment to service first makes her a valuable addition to our Staff Development team. Whenever you have a question—about a course, about counseling, about audio or video resources, about course registration, about anything at all to do with Staff Development in fact—call Ranae at 333-8342. She's the first-string receiver on the other end of the line.

## Staff Development Newsletter

For the latest news about upcoming seminar offerings and registration procedures, be sure to watch for the Staff Development newsletter. Although this catalog is the primary reference tool for seminar registration, the newsletter gives an update on which seminars still have space available.

The newsletter goes out to all campus departments four times a year. Newsletters are disseminated by bulk campus distribution and then routed to all interested employees—staff, academic professionals, faculty and graduate students—or posted on bulletin boards in high-traffic areas.

Newsletters are also mailed to area businesses and individuals who ask to be on our mailing list.

## Special Accommodations

For those persons with disabilities who need special accommodations to attend a Staff Development program, please notify our office by calling 333-8342 so that arrangements can be made.

## Staff Development Units (SDU)

Implemented in 1990, Staff Development Units (SDUs) are the standard measuring unit for determining eligibility for Staff Development certificate programs. These are internal units of credit and are accepted only within the University of Illinois Staff Development program. Programs conducted by sponsoring organizations other than Staff Development are not eligible for SDU credit.

Until further notice, the SDU will be of significance only to those enrolled in the Professional Supervisor Certificate Program. In future years, however, credits earned in other areas may be applicable to other certificate programs which will be announced at a later date.

SDUs are earned upon completion of most Staff Development seminars. Individual records of SDUs earned to date are based on attendance. The amount of SDU credit given for each seminar is indicated in the registration information given with each seminar description.

## Departmental Staff Development Programs

Does your department have its own internal staff development program? Perhaps we can help. When it comes to training, we keep our ears to the ground and we may be able to offer suggestions about course materials, films, and trainers to make your programs even better.

And don't forget to make our seminars an integral part of your department's staff development calendar. Combining campus-wide seminars with those offered within your department helps ensure that your staff has access to a well-rounded professional development program.

## Attending Courses and Training Programs: The Rules

The courses offered by Staff Development create a kind of "trickle-down" benefit for the University. Course attendees have a chance to upgrade their skills which, in turn, improves University services. In most cases, UI employees may attend the programs listed in the catalog without penalty, according to Rule 14.09 *Policy and Rules—Nonacademic* issued 9/11/86.

### University Rule

The time required for an employee to attend work-related courses or training programs, when requested by his/her supervisor, shall be with pay.

An employee with a part-time appointment may be granted an excused absence without loss of pay for time required to attend work-related courses and/or training programs when requested by his/her supervisor.

The time required for an employee to attend courses or training programs, when requested by the employee, will be excused without pay or make-up schedule must be approved by the supervisor and/or unit head. However, the unit head may authorize pay for time spent attending courses or training programs if he/she believes that improvement in University services will result from this request.

## How Staff Development Supports the Mission of the University

It has often been said that people are central to the success of any organization. In that regard, the University of Illinois is no exception, for it is people—staff, academic professionals, faculty, and graduate students—who perform the day-to-day activities that support the University's overall mission of research, service, and teaching.

The Staff Development section of Personnel Services plays an integral role in achieving the University mission. By serving the training needs of the University staff, we help employees acquire important knowledge and much needed experience.

On the surface, our classes and seminars seem designed simply to provide employees with opportunities to learn new skills and polish old ones. Underlying these programs, however, are even more important residual benefits.

When they take advantage of the many professional development opportunities available through Staff Development, good employees become even better. Not only do participants come away from our programs with improved skills, they acquire the kind of confidence in themselves that translates into greater on-the-job efficiency and productivity.

Staff development fulfills the teaching aspects of the University's mission by offering opportunities for graduate and undergraduate students to learn firsthand about the training profession. At the same time, we reach out beyond campus boundaries to share our training resources with the surrounding community, thus providing service and fostering an important link between academia and business.

We  
want  
to hear  
from  
you!

We're always looking for ways to make our Staff Development program more responsive to your needs. If you have a suggestion for a course you think we should offer in the future or a comment on one you've attended in the past, don't wait for us to ask you. We welcome your input anytime. Write us a letter or give us a call.



# Important Things to Know



*Levis Faculty Center*

## **Seminar location**

Unless otherwise indicated, all Staff Development seminars take place at Levis Faculty Center.

## **Please be prompt**

To insure that every participant gets the most for his or her money, all seminars start on time. Please try to arrive about 10 minutes ahead of the stated start time to pick up your name badge and workshop materials and to get settled.

A representative from Staff Development will be on hand at the beginning of each seminar to welcome you and to answer any questions you might have.

## **Parking and transportation**

You'll find plenty of metered parking spaces in the lot adjacent to Levis Faculty Center. Parking costs \$.25 per half hour; the meters take quarters only. If you prefer, you may obtain a day-long parking permit which allows you to park all day for \$3.00. Permits are available for purchase in Room 106 of Levis Faculty Center beginning at 8:00 a.m. on the day of your seminar.

University shuttle buses make frequent stops right outside of Levis. Call 333-7217 for a schedule and route map.

## **Lunch and breaks**

Lunch is on your own, usually from 12 noon to 1:00 p.m. Feel free to bring a sack lunch and beverage and eat right in the seminar room. Or, join your colleagues for lunch across the street at Intermezzo in the lobby of Krannert Center for the Performing Arts.

Coffee, tea, and water are available prior to the start of any seminar that begins in the morning. Full-day seminars usually include a mid-morning and mid-afternoon beverage break. Half-day programs include a beverage either at the beginning of the session or during the break.

## **For your comfort**

We try to keep our seminar rooms at a comfortable temperature for all participants. But just in case the room turns out to be too cool for your comfort, you may want to bring along a sweater or jacket.

## **Participation by the Business Community**

The University of Illinois Staff Development program lives up to its reputation as one of the nation's top training programs. That reputation is surely one reason why, over the years, our reach has continued to extend well beyond campus boundaries. For the past nine years, our programs have drawn mixed audiences—made up of participants representing both the University of Illinois campus and the surrounding business community. As our colleagues in the private sector have come to recognize the University's ability to deliver quality professional development programming, more and more area businesses are requesting space for their employees in many of our seminars.

We welcome participation by our business colleagues. To encourage it, we mail our course catalog to area businesses and government offices. Unless a program is described as being available to University of Illinois employees only, it is applicable to an integrated audience and open to all.

*Thelma's back! See page 16.*

## New for 1992-93

Year after year, we strive to offer quality programs. But never the same way twice. Each year, the Staff Development program is completely revamped and revitalized to ensure that we offer the most dynamic trainers, the most current topics, and the best overall professional development programming tailored to meet the needs of our campus.

How do we decide on individual programs? We pay attention to what you are saying on the evaluation forms you complete at the end of a seminar. We read your letters. We listen to what you tell us over the telephone. And we ask. This year, we met with groups of people representing three different campus constituencies to find out how we could make our program more responsive to your needs. The following pages of seminars and information reflect your feedback.

Our 1992-93 catalog is loaded with new features, including:

- 30 brand new seminars and 18 new trainers.
- *Toward Excellence*, a series of three full-day programs focusing on quality and service.
- extensive programming on communication to help you get the most from your work day *and* your interactions with co-workers.
- 24 all-new offerings designed for managers and supervisors.
- 11 special feature seminars . . . full-day sessions, many led by your favorite trainers from previous years.
- an updated Professional Supervisor Certificate Program.
- 13 never-before-offered professional development programs.
- no more rental fees for our collection of over 50 seminars and books on audio and videotape.
- 3 desktop publishing design seminars.
- authors of best-selling books to provide training.

Earn an Excellence Certificate.  
See page 11.

# Second to None Conference Speakers Return!

## Back by popular demand

Attendance at *Second to None*—the Fifth Biennial Conference for Working Women held on our campus last April—broke all records.

And no wonder.

Since the first such conference in 1984, we've built a reputation for attracting nationally-recognized speakers who not only know their "stuff," they can deliver it with energy, intelligence, and style.

Recognizing that it's impossible to get better than the best, we're pleased to report that some of the *Second to None* speakers whose workshops filled to capacity will be making curtain calls and returning to our campus during the 1992-93 year for an encore performance. Names like Lisa Ford, Thelma Wells, Joe Mancusi, Carole Hyatt, and Ron Canham.

And this time, instead of 60-minute sessions, they'll take to the stage for full-day workshops. So now, you'll see more than a one-act play; you'll have a chance to enjoy the whole show!



Lisa Ford



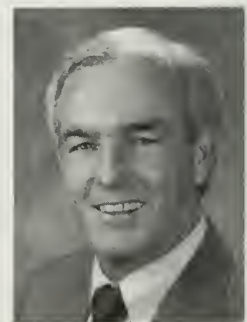
Thelma Wells



Joe Mancusi



Carole Hyatt



Ron Canham



# 12 Ways to Get More Out of Staff Development and Your Training Dollars

## A message from the folks at Staff Development—Lynne Hellmer, Jeff Brownfield, and Ranae Buck

Think you can't afford to spend time or money on training? Think again. Training is one of the best investments you can make in your staff and in yourself . . . but only if you know how to make the most of it. We've put our heads together and come up with 12 suggestions to help you do just that.

**1. Plan your training for the year and register early.** Take a moment right now to glance through this course catalog. Circle the sessions that interest you and make note of those you think would be appropriate for others on your staff. Plan a full year's worth of training, then register as soon as possible. Our classes fill quickly; to avoid disappointment sign up today.

**2. Diversify your program.** There's a lot of truth to the saying "variety is the spice of life." Add some spice to your training program by mixing subjects and types of programming. Sign up for courses that stretch your imagination and classes that polish your skills. And be sure to include a mix of full-day seminars, half-day workshops, refresher programs, audio and video tapes, and so forth. You'll be so busy and intrigued by what you learn, you won't have time to become bored.

**3. Challenge yourself.** Don't just take the easy way out by registering for courses in subjects about which you already have some familiarity. Pick a workshop on a topic you know nothing about or a speaker whose credentials intrigue you. Who knows—you just might discover a brand new interest or talent!

**4. Leave your work behind.** Make the most of every course you attend by planning for your absence. Leave all thoughts about your overflowing "in" box and your ringing telephone behind. Our courses are designed to

help you "get away from it all" for a short time so you can return to your desk with fresh ideas and a new attitude. Don't let phone calls or office work distract your ability to learn.

**5. Have reasonable expectations.** It's unreasonable to expect that attendance at one of our workshops will change your life. What you *can* expect is to come away with 2 or 3 new ideas you can start using right away. We believe that's a return well worth your time and money.

**6. Take notes and make a personal action plan.** Whether the session you choose lasts two hours or a full day, you can't possibly expect to remember everything that is covered. So, to get the most from every training experience, we suggest that you take notes at the session. Then, later on your own time, translate those notes into a personal action plan. In no time at all, you'll find yourself automatically incorporating what you've learned into your personal and professional life.

**7. Share what you learn.** Not everyone in your department can—or even wants to—attend the same seminars you do. So share the wealth. Don't hesitate to pass along any notes and handouts you think would be interesting or beneficial to your co-workers.

**8. Practice what you learn and ask for feedback.** Practice makes perfect in all endeavors and professional development is certainly no exception. Start putting the skills you learn in our workshops into practice as soon as you return to your job. And don't forget to solicit feedback from your co-workers. They'll be happy to help you learn what works, what doesn't work, and how a good idea can be made even better and more appropriate for your situation.

**9. Reinforce your learning with tapes and reprints from Staff Development.** The training process

doesn't have to end when you leave a workshop. Staff Development has a wealth of reprints, books on tape, and video programs designed to help you reinforce what you have learned in the classroom. Make it a habit to do outside reading on subjects that interest you. And don't be afraid to ask your seminar leader to recommend books and articles. Most are available from the UI library and you can check them out by telephone.

**10. Be bold.** Introduce yourself to your trainer before the session, during a break, over lunch, or after the program is over. It's one way you can build a personal network of professionals who have expertise in a subject you would like to become more knowledgeable about. Be sure to ask for a business card or an address and consider following up with a personal note.

**11. Become actively involved in the training session.** Don't just sit there—say something, volunteer for role playing, take notes on your handouts. And if you don't understand a point the presenter makes, don't be afraid to ask for clarification. Chances are your classmates didn't understand it either but were too shy to ask; they'll appreciate your initiative. Sitting passively for a full day doesn't help you learn. Besides, it's just no fun at all!

**12. Evaluate the program.** We try to provide programs that are interesting, entertaining, and, above all, relevant to your needs. By taking a few minutes at the close of a seminar to fill out an evaluation form, you provide us with valuable feedback we can use to structure the next year's course schedule. Please take a few moments to tell us whether we are meeting your training needs.

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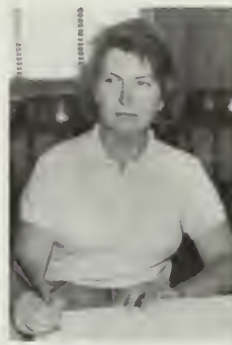
## Your Ideas Count

### When you speak, we listen . . . and act!

Earlier this year, we called upon three different groups of people—one representing the general campus population, one representing business managers, and one representing personnel professionals—to tell us what they thought about Staff Development programs and pricing. We brought each group together for a no-holds-barred focus group session where we encouraged participants to tell us what we did right *and* what we did wrong.

We also gathered information by telephone survey, took a close look at the evaluation forms collected after each 1991-92 seminar, and reviewed the letters and telephone calls we've received over the last year.

We asked a lot of questions . . . about our speakers, programming categories, new program ideas, curriculum issues, pricing structure, and ways we could improve our program.



And we got a lot of answers . . . answers we have used to structure our schedule of programs for the coming year. You told us, for example, which speakers from previous years you liked best. So we've brought back some of your favorites. And you shared with us suggestions for how our curriculum could best address the most pressing campus needs. We've included whole new programming categories as a result.

The catalog you hold in your hands is the result of the feedback we received from you. When it came time to put together our 1992-93 Staff Development program, we incorporated many of your suggestions. Some of your ideas for new programs made it into our catalog, some didn't. But thanks to your innovative ideas and constructive criticism, we can truly say that this year's program is our best one yet!



The University of Illinois Staff Development program consistently ranks as one of the best in the nation. It's easy to see why.

We work hard to ensure that our courses meet the needs of the University of Illinois campus and the surrounding business community. We strive to be progressive and up-to-date . . . offering courses on the latest management trends and state-of-the-art approaches to work. And our annual schedule of seminars has something for everyone. To meet the widest possible range of interests and needs, we include courses covering a combination of "hard" and "soft" skills—from grammar and job interviewing techniques to diplomacy, leadership, and personal image.

We don't just consider subject matter either. In putting together our program, we take a hard look at the presenters, too. Recognizing that the source of the message is every bit as important as the content, we "shop" for our trainers and speakers . . . listening to a multitude of audition tapes and attending dozens of training sessions that are open to the public. This year we solicited the help of 119 speakers bureaus to assist us in finding the best available trainers from throughout the country.

When it comes to training, we know we're on the right track. How? We're consistently noted and quoted in nationally-recognized professional publications and trade journals. But even more important, you tell us so. Year after year, our courses and presenters receive very good to excellent ratings from the people who count most—you, the program participants. We think we're doing the right thing. Thanks to your positive feedback and the accolades we've received from other professionals in training and development, we're sure of it.

### **We work with other universities.**

The field of training is a dynamic one. As your needs change, so must our approaches to meeting them. We believe we have a great program, but we know it can always be better. So we look to other colleges and universities for ideas on what has worked for them that could work for us. They, in turn, look to us for suggestions on how to establish new programs and revitalize existing ones.

In addition, we regularly participate in conferences, training surveys, and faculty exchanges . . . sharing ideas, information, and people for the purpose of continually improving staff development efforts across the board at the university level.

### **We work with private business, too.**

Our reputation extends well beyond the college campus. We offer some of the best training opportunities available in central Illinois. So we encourage area businesses to send their employees and managers to our programs. All of our seminars—with the exception of those that are specifically designated as being aimed at a University of Illinois audience—are open to all, as space permits. If you represent a business, please feel free to call us for information on how your employees can get involved in the many training opportunities offered through Staff Development.

### **We monitor the training industry.**

We know what's going on with training nationwide . . . what's hot, what's not, and who has the best programs and speakers. We work with a variety of professional private sector seminar companies and send preview teams out to investigate the seminars these companies offer so we can decide which ones to include—and not include—in our program.

We read the latest literature on training and development in search of trends in human resources and business management we think you will find interesting and applicable. And we are active in many professional associations that serve the training and development industry.

### **We work for you.**

*Toward Excellence* is not just our 1992–93 course catalog theme. It's a way of life for Staff Development. We've built our reputation on our ability to go the extra mile. When it comes to meeting your needs, we aim to meet—and exceed—your expectations by always doing more than we feel we have to do.

What does that mean to you? It means that for every Staff Development program you will find:

- no-hassle registration procedures
- quick confirmation
- a friendly face from our staff to greet you at the door
- presenters who know their subjects inside and out
- comfortable, convenient seating—at worktables whenever space allows
- plentiful handouts
- beverages served at all seminars

We treat you the way we'd like to be treated if we were in your shoes . . . with friendliness, courtesy, and complete professionalism.

*It's no wonder we're the  
#1 choice for training.*

# Toward Excellence

### A series of programs focusing on quality

Research and experience have repeatedly shown that the most successful organizations in America are those that focus on excellence. Companies that continue to demonstrate their commitment to quality and service not only attract new customers, they keep the old ones coming back.

In their now-classic book *In Search of Excellence*, authors Tom Peters and Robert Waterman, Jr., were among the first to isolate the components of excellence as they exist in America's best-run companies. Peters and Waterman concluded that, whether fabricating computer hardware, flipping burgers, or flying planes, virtually all excellent companies defined themselves as service businesses where customers reign supreme. Moreover, these companies recognized that excellence is the responsibility of everyone on the staff. Excellent companies, wrote Peters and Waterman, require extraordinary performance from the average person.

The conclusions drawn by the authors of *In Search of Excellence* remain as true today as when the book was published 10 years ago . . . perhaps even more so. In tight economic times, commitment to quality and service is more important than ever. With fewer discretionary dollars at their disposal, consumers are more likely to patronize companies that manufacture lasting products and to seek out organizations that give more than lip service to customer satisfaction.

What Peters and Waterman had to say about excellence in big business applies equally to the education business. Institutions of higher learning like the University of Illinois must also take care to ensure that

quality and service remain number one priorities.

Being the best is never easy nor is it a task that is ever done. Before excellence can be truly achieved on our campus, every member of the UI staff—from the employee on the front lines to the boss behind the scenes—must buy into the concept. We have designed our "Toward Excellence" series of courses with that in mind. This new program area consists of three full-day seminars taught by experts in management and quality control. The seminars described below are designed to work together *and* stand alone. Each touches on a specific aspect of excellence, yet all are interrelated in terms of their subject matter and approach.

You may decide to sign up for just one or two of these programs. But if you are serious about quality and service, we encourage you to take all three. You'll not only earn a certificate of completion, you'll let others know that you care about being the best.

### **PSCP Excellence: It All Begins With You**

Whoever coined the phrase "if it's to be, it's up to me," knew more than a little bit about excellence. Excellence is not something that is thrust upon you; it is something that comes from within. And it is an attribute inside everyone who strives for the best results from themselves and others.

Seminar presenter and Illinois native Lee Shelton knows the meaning of excellence firsthand. A former high school math teacher and coach, he went on to become vice president of marketing for Adolph Coors Company, and leader of the team that made Coors Light a household word. Now he travels the country, sharing his

philosophy on what it takes to be a winner in both personal and professional life.

Shelton will force you to think about the meaning of excellence by asking yourself such questions as:

- How can I increase output, quality, and creativity?
- Do I create change or merely handle it?
- Are my goals clear and defined?
- How can I build strong relationships with my coworkers?

You may go into this seminar with doubts about your own ability to achieve excellence. But we guarantee you'll come out of it knowing that excellence is truly attainable. How can we be so certain? Because, like Shelton, we know that excellence begins with you.

#1192; October 28, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lee Shelton

### **PSCP Exceptional Service**

It's no mystery why some organizations earn your business and your trust. They make you feel as though you're the most important part of their business. And they prove it by treating you with respect and *exceeding* your expectations.

The companies and organizations you like best handle complaints calmly and professionally. They make few mistakes, but when they do, you know they'll correct them in a courteous and timely manner. Simply put, they provide exceptional service, which is why you like doing business with them and why you keep coming back.

How do they do it? Lisa Ford, one of our most popular presenters from previous years, returns to the University of Illinois campus to share the secrets of building successful, long-term relationships with the public you



serve. After listening, you'll know how to:

- handle complaints with confidence and composure
- listen more effectively and reduce mistakes and misunderstandings
- keep your attitude positive throughout the day
- enforce unpopular policies in a way that garners understanding and cooperation
- project a better image of yourself and your department.

*Exceptional Service* is jam-packed with ideas that will help you deal more effectively and efficiently with the publics you face every day. In no time at all, you'll find yourself automatically treating the people you serve the way you like to be treated . . . with patience, courtesy, and care.

#3693; February 10, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lisa Ford

### **PSCP Total Quality Management: The Basics**

TQM—Total Quality Management—has become the business buzzword of the '90s. And no wonder. Studies have repeatedly demonstrated the high cost of poor quality. In manufacturing, poor quality accounts for an estimated 25-50 percent of sales dollars and in the service industry, as much as 40 percent of operating costs!

Americans are becoming more quality conscious. As a result, the old ways of doing business no longer apply. Conventional management thinking, which said that quantity is as important as quality and that a 95 percent success rate is sufficient, has been replaced by TQM. Today, quantity without quality is considered irrelevant and only 100 percent will do.

For any organization to succeed these days, it must be committed to total quality. What does that mean? You'll find the answer here.

Seminar presenter Verne Harnish, one of the nation's most knowledgeable experts on quality management, will

discuss the principles behind total quality management and share real-world examples of TQM at work. Then, working in small teams, you'll have the chance to apply these principles and the lessons learned by others to your own situation.

*Total Quality Management: The Basics* is a quick, convenient way to gain a working knowledge of TQM. More than likely it will also change the way you do your work and think about your job.

#4293; March 2, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Verne Harnish

## **Looking Good in Print!**

### **Desktop Publishing Special October 6-7, 1992**



*Roger C. Parker  
Desktop Publishing  
Authority*

Now you can spend two full days learning desktop publishing from the best! Even if you can't draw a straight line, you *can* create professional-looking brochures, reports, catalogs, ads, newsletters,

and audio-visual presentations. Let internationally-known communications consultant, author, and desktop publishing whiz Roger Parker show you how.

Everything you need to know about desktop publishing is in these 3 information-packed workshops:

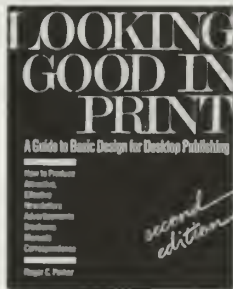
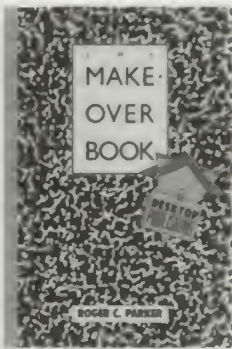
### **Introduction to Desktop Publishing Design**

*For a complete course description, see page 47.*

You don't have to be a professional graphic designer to create printed pieces that are as attractive as they are effective. You'll learn the basics of successful design, plus ways to use

### **Make a personal commitment to excellence in 1993.**

Make 1993 the year you make a personal commitment to excellence. Enroll in all three seminars described on these pages and we'll give you a certificate acknowledging successful completion of our "Toward Excellence" series. It's a great way to expand your professional horizons *and* demonstrate that you care about being the best!



grids, borders, type, contrast, and illustrations to deliver your message with impact and style.

#0392; October 6, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$99; 4.0 SDU; Roger Parker

### **Newsletters From the Desktop**

*For a complete course description, see page 47.*

Anyone with a computer and a software program can generate a newsletter . . . easily and economically. You'll



learn how to select a format, make the most of your typeface resources, fit copy to the allotted space, handle photographs, and fine-tune your work.

#0492; October 7, 1992; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Roger Parker

## Designing Presentations and Overheads

*For a complete course description, see page 47.*

Make the best possible impression in your next audio-visual presentation by learning to design and create more effective slides and overheads. Learn how to choose the right format, borders, background, and type. You'll never give another boring presentation again!

#0592; October 7, 1992; 1:00-4:30; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Roger Parker

*Enroll in just one session, or take all three! These are not computer courses, they are lessons in design. So no matter what kind of hardware or software you have—from sophisticated desktop design packages to elementary word processing programs—there's something here for you!*

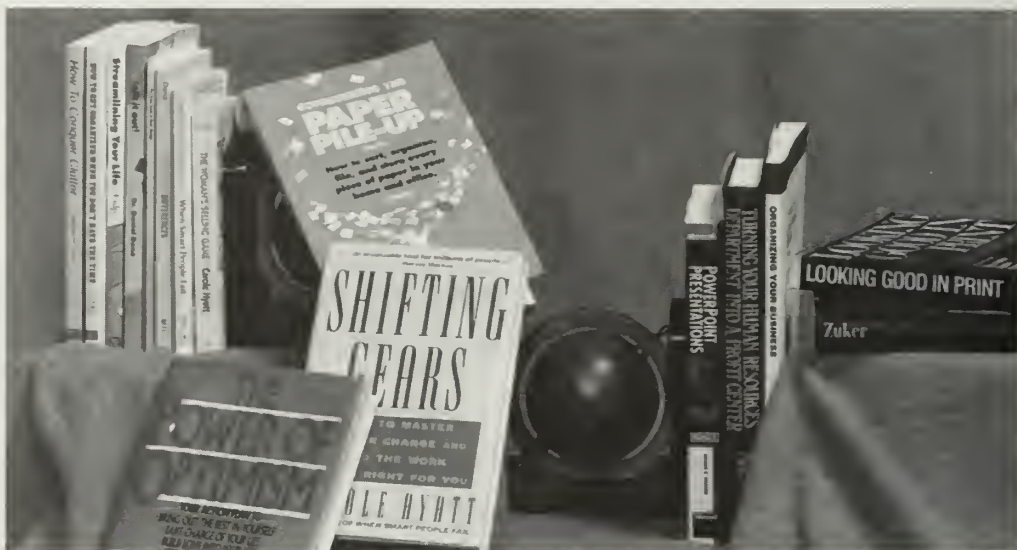
## We're Available

Calling all deans, directors, department heads, and program chairs: Want more information about Staff Development programs? Looking for ways to encourage your staff to attend training? Need a speaker for your next meeting?

Look no further than Staff Development. A representative from our office—Lynne Hellmer, Jeff Brownfield, or Ranae Buck—will be happy to come to your office (or organization meeting) to speak about the entire Staff Development program or any of our program areas. All you have to do is ask. To schedule a speaker from Staff Development, phone 333-8342.

# Author! Author!

We take pride in the fact that Staff Development is consistently able to attract the best faculty in the nation. This year, however, we are especially proud. For the first time, nine authors have joined our faculty roster. Their names and published works are listed below:



### Stephanie Culp

*How to Conquer Clutter*

*How to Get Organized When You Don't Have the Time*

*Conquering the Paper Pile-Up*

### Dr. Daniel Dana

*Managing Differences: How to Build Better Relationships at Work and Home*

*Talk It Out: Four Steps to Managing People Problems in Your Organization*

### Carole Hyatt

*The Woman's Selling Game*

*Women at Work*

*When Smart People Fail* (with Linda Gottlieb)

*Shifting Gears*

### R. J. Lancaster

*Organizing Your Business*

### Dr. Alan Loy McGinnis

*The Power of Optimism*

*The Friendship Factor*

*The Romance Factor*

### Confidence

*Bringing Out the Best in People*

### Andra Medea

*The Corporate Chimera: Power, Conflict, and the New Rules of Business* (to be published)

### Dr. Michael Mercer

*Turning Your Human Resource Department into a Profit Center*

*How Winners Do It: High Impact People Skills for Your Career Success*

*Hire the Best and Avoid the Rest*

### Roger C. Parker

*Looking Good in Print*

*The Aldus Guide to Basic Design*

*Newsletters From the Desktop*

*The Make-Over Book*

*101 Design Solutions for Desktop Publishing*

*PowerPoint Presentations by Design*

### Elaina Zuker

*The Assertive Manager*

*The Seven Secrets of Influence*



## Special Features

**E**ach year, Staff Development offers a wide range of programs designed to help you explore your career options and expand your personal and professional horizons. This year is no exception. In addition to a full agenda of seminars, we are pleased to again be able to add to our list of programs some extra special attractions . . . seminars led by nationally-known speakers that will inspire you to excellence both on the job and off. Circle the dates on your calendar and plan now to attend one, two, or as many as you can.

### **PSCP Tough Times Are Here to Stay: Maintaining Quality With Fewer Resources**

The entire campus is feeling the pinch of today's tight economy and being forced to adjust to the changes that come with it. But there *are* effective ways to cope—and accomplish more than you thought possible.

In this timely workshop, you'll learn not just how to make do with less, but how to do more and do it better. Ron Canham, one of last year's most popular seminar presenters, returns with straight talk about what *you* can do to make the most of difficult times.

Using a combination of direct involvement techniques, real-world situations, small group discussions, and round-robin responses, Ron will help you focus on the value of taking positive action rather than dwelling on negative thoughts. You'll come away from this workshop armed with specific strategies for self-management—delegating, learning to say “no,” finding the balance between personal and profes-

sional demands—plus ways to boost staff commitment, build acceptance of change, and use humor to hang a little looser in an uptight world.

Tough times may be here to stay, but thanks to this refreshing approach, you're sure to weather them with greater confidence.

#0792; October 12, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Ron Canham

### **PSCP The Working Parent: How to be More Effective at the Office by Balancing Work and Family Responsibilities Better**

In this age of single-parent families and dual-income households, the myth of the “superparent” is alive and well. Whether created by the media or out of our own guilt, there's a feeling afoot these days that if you have a career and a family, you must somehow do it all and do it all well. If you can't, well . . . you're just not quite adequate on either side.

But as any working mom or dad knows, superparenting is not only unrealistic, it's impossible. If you're worried about what's happening at home, you can't be effective on the job . . . and vice versa. Of course, no one ever said that balancing work and family responsibilities would be easy, but, by planning ahead and incorporating a few simple techniques into your lifestyle, it can be more hassle-free. This workshop will show you how.

You'll learn things like:

- 5 things to do *now* to put your mind at ease when leaving your children alone
- 3 surprising strategies for scheduling doctor's visits, teacher conferences, and other child-related appointments *after* work hours
- how to cope with a family crisis when your job **MUST** come first

- how to delegate more home responsibilities to your children . . . and get results
- how to set and *enforce* ground rules for teens home alone
- a new idea on how to stay in touch with your children during the day . . . without lots of phone calls
- when your sick child needs you at home . . . 3 ways to handle your absence at work professionally
- how to set aside quality time with the kids and still find the time you need for yourself

*The Working Parent* workshop is like a breath of fresh air. The practical skills you'll learn in just a few hours away from work and home are guaranteed to leave you feeling less stressed and more like the competent professional—and parent—you know yourself to be.

#1392; November 3, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$49; 4.0 SDU; Lorinda Lewis

### **PSCP The Manager as Mediator**

Research has shown that 65 percent of job performance problems result from ineffective relationships, *not* from ineffective employees. Furthermore, 99 percent of these problems are handled by front-line managers, *not* professional human resources staff.

So like it or not, there's a better-than-average chance that, as a supervisor, you're going to be called upon one day to resolve a dispute and build greater cooperation between your employees. Will you know how? Probably not. But with this workshop, you can learn.

Dr. Daniel Dana, originator of the “managerial mediation” technique will teach you, step-by-step, what to do when problems arise between two employees or between yourself and your staff. You will learn how to:

**PSCP** = Seminar eligible for supervisory certificate credit

- determine when problems can best be solved by managerial mediation
- prepare the best context for a mediation meeting
- perform the 3 primary tasks of the manager-as-mediator
- negotiate agreements to prevent a recurrence of the dispute

You need never fear conflict again. The next time you're faced with a job performance problem, you'll know exactly what to do . . . and you'll be glad you took the time to attend this workshop.

#1492; November 4, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$89; 4.0 SDU; Daniel Dana

### **PSCP Coping With Change and Uncertainty**

Nobody particularly likes change. It upsets our equilibrium, forces us to alter firmly established patterns of behavior, leaves us feeling out of sorts. But adjusting to change doesn't have to be a painful process. It can actually be a positive and energizing experience. Let this full-day workshop show you how.

Time and again, experience has demonstrated that the most successful people are those willing to accept change—take risks, seize opportunities, sail gloriously and fearlessly into uncharted waters. This program is designed to help you become one of those people by learning to look at change in new ways.

You'll discover how, by becoming a visionary and "big picture" thinker, you can stop being a slave to circumstances and start taking risks. You'll learn to trust your instincts and tap into your own creative problem-solving talents.

In these uncertain times, one thing is certain: those who can cope with change will come out ahead. If you care about your future, don't miss this program!

#1792; November 17, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lee Milteer

### **PSCP Getting Things Done When You Are Not in Charge**

Whether you are the boss or your job is to support the work of the boss, your job is to get things done. Your function may be to support the decisions and goals of other people and the organization at large. Consequently, you may feel powerless to get things done and frustrated in your daily battle to make a difference.

But you may be surprised to discover that you are not as powerless as you feel. This workshop introduces you to proven methods for getting things done and accomplishing your own goals while supporting the work of others. The key to making things happen when you're in a support position lies in empowering yourself and others. In this fast-paced, full-day seminar, you'll learn how to:

- build solid working relationships
- set priorities
- develop positive political skills at work
- establish patterns of success
- take risks wisely and get results

Through the use of examples, exercises, simulations, and group discussion, you'll explore the many ways you can separate yourself from the crowd, get recognized and noticed by your superiors, earn the respect and admiration of others, and prepare for where you want to be not where you are.

If you've ever felt frustrated in your day-to-day efforts to make a difference—and who hasn't?—this workshop is for you!

#1992; February 5, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; R. J. Lancaster

### **PSCP Productivity Plus: How to Conquer Time and Paper**

*For supervisors and managers*

They told us that computers would bring about the "paperless" society. But if today's society is so paperless, how do you explain your overflowing

"in" basket? How come you have all those little scraps of paper with bits of information on them scattered all over your desk? And what about all that mail that seems to arrive by the truckload every day? If you feel threatened by an ever-growing avalanche of paper, you can't afford to miss this workshop.

Nationally-recognized organization expert and author Stephanie Culp will help you conquer your paper pile-up and make better use of your time. You'll learn how to:

- teach your support staff how to *really* support you
- overcome your tendency to procrastinate
- organize your desk for maximum efficiency
- set up a workable filing system
- tackle your pile of reading material
- set priorities for your paperwork on a daily basis
- . . . and more.

Whether your paperwork problem is at home, at work, or both, this down-to-earth seminar can help you regain control over the papers that threaten to overwhelm you. In no time at all, you'll clean up your act and be on your way to a more productive, less stressful way of life.

#2192; December 1, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Stephanie Culp

### **PSCP Shifting Gears: Pathway to an Alternate Career**

Did you know that . . .

- 12 million people are progressively *engaged in switching* to a new career?
- 12 million more are *actively planning* the change?
- another 25 million are *contemplating a move* to a new profession?

The Rand Corporation projects twice this number of career changes by the year 2000! In an ever-changing world where the workplace market continues



to shift, managers and professional are feeling the pinch. It's a whole new game.

There's no room for complacency in the workplace of today. Forever no longer exists; lifetime employment is a thing of the past. Departmental downsizing and organizational restructuring are taking their toll, so that what once seemed a secure job may now be only a temporary way of life.

If, like many people, you believe you can only do what you're doing right now—that there are no career alternatives in sight—this workshop is tailor-made for you. Internationally-known career consultant and author Carole Hyatt will lead you through a series of interactive exercises designed to help you explore the vast array of career possibilities that await you should your circumstances change.

You'll hear from a panel of participants who represent different types of people—each with his or her own unique blend of skills, hobbies, and work experience and all capable of shifting from their present positions to new jobs utilizing their special talents. You'll discover that just like them, you, too, have untapped power and hidden potential.

If you are contemplating a career change or simply planning to move within the University, *Shifting Gears* will give you the confidence you need. You may never be called upon to use the tools you acquire in this program, but you'll be amazed at how much better you feel just knowing that they are available to you.

Note: Each participant will receive a complimentary copy of the best-selling book, *When Smart People Fail*, by Carole Hyatt and Linda Gottlieb. The book, *Shifting Gears*, by Carole Hyatt will be available for purchase at your option.

#2392; December 4, 1992; 8:30-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Carole Hyatt

### **PSCP Hire the Best and Avoid the Rest: Interviewing Job Applicants**

Every supervisor dreams of having a staff made up entirely of productive and reliable employees. What's the fastest, simplest, least expensive way to assemble such a staff? Hire the right people. Even with limitations set by the Civil Service System, it's easy if you know the right way to interview job applicants. This workshop will show you how.

Your teacher is Dr. Michael Mercer, the man 11 universities across the country and *The Wall Street Journal* call upon for advice on employee selection methods. In this hands-on, results-oriented workshop, he'll share step-by-step procedures for planning and conducting job interviews that ensure the kind of staff every supervisor hopes to have.

By the time you leave this session, you'll know:

- the 6 essentials of all effective interviewing
- 2 major types of interview questions you should ask
- an amazingly simple system for taking interview notes
- 4 topics you *must* cover in each interview
- questions you must *not* ask . . . and why
- how to follow EEO and ADA rules
- how to check references

What's more, you'll take back a personal "action plan" you can start using right away to make sure you "hire the best . . . and avoid the rest."

#3093; January 14, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Michael Mercer

### **PSCP Bringing Out the Best in People**

We all know them. They're the bosses, coaches, teachers, and parents who just seem to have that special knack for inspiring others. And we're all just a little bit envious of their ability.

What do they have that we don't? The answer is nothing. Virtually everyone is called upon at one time or another to inspire another person. And almost anyone is capable of doing so. The key, says author and workshop presenter Dr. Alan Loy McGinnis, lies in mastering a few simple principles.

In this informative, interactive seminar, he shares his six-step program for bringing the best out in people by:

- expecting the best
- studying other people's needs
- setting high standards
- creating an environment where failure is not fatal
- using role models to encourage success
- recognizing and applauding achievement

Whether you're a manager who seeks to motivate employees to greater productivity, or a parent who wants to encourage your child to strive for better grades, this program has something for you.

#4093; February 18, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Alan Loy McGinnis

### **The Organized Employee**

***For secretaries, assistants, receptionists, clerical workers . . . any support person who wants to learn how to be more efficient.***

Most on-the-job training consists of the technical aspects needed to accomplish a specific job. But what about the nitty-gritty details of handling the ever-mounting piles of paperwork and coping with day-to-day demands? Nobody ever teaches you how to organize your day, set up your work station for maximum efficiency, or

**PSCP** = Seminar eligible for  
supervisory certificate credit

juggle more than one task at a time. Until now.

Thanks to this much-needed program, you'll discover techniques and strategies that will ensure everything gets done . . . and more. You'll learn how to:

- proven ways for keeping organized when you're constantly busy
- how to stay on top of things during a high-pressure period
- an invaluable mental exercise to do when trying to squeeze a "rush" job into your busy schedule
- a 3-step strategy for turning even the messiest desk into an efficient work station
- the 1 skill all bosses want their employees to have—and how *you* can develop it
- what to do with all the stuff you don't know what to do with
- what you can do about co-workers who keep interrupting you
- lateral delegation: what it is and when you *must* use it
- the 5 times when saying "no" to a project will *impress* your boss

Best of all, you'll return to your desk the next day refreshed and ready to spend less time getting your "ducks in

a row" and more time demonstrating the true talents for which you were hired in the first place.

#4493; March 16, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Lorinda Lewis

## Image and Self-Projection

### *Special Offering for Professional Secretaries Week!*

Be honest. Are people impressed when they meet you? Do coworkers give you the respect you deserve? Does your boss give you high-profile projects to work on?

We know there's more to presenting a professional image than "power dressing." It means polishing your speech, your walk, your expressions and your gestures. It's a matter of attitude, really. You have to believe in your own personal power and be comfortable using it.

From *Second to None* conference presenter, Thelma Wells, you'll learn

- what image really is, and how it affects your job performance
- the 3 types of power (and the 3 qualities within you that create each one)

- how to use the "rule of 12" to make high-impact first impressions
- how to know when you're coming on too strong, and tone it down without become a mouse
- finding the courage you need to take risks you know you should take
- what your body language is saying
- how to eliminate "credibility robbers" in your voice, pitch, favorite sayings, etc.
- overcoming the 4 fears that hold women back
- 3 things to do immediately when someone criticizes you in public
- raising your visibility in your organization to gain respect and support.

It's an invigorating, high-energy workshop. You'll join others in a supportive atmosphere and gain important insights into how people see you. It's a chance to clear your head, take a breath and turn your undivided attention to your own career progress.

Register today! We are limiting enrollment in this workshop.

#5593; April 22, 1993, 9:00-4:00; 3rd Floor Levis Faculty Center; \$59; 4.0 SDU; Thelma Wells





## Our Faculty

**P**eople tell us our instructors are great. We agree. Over the years, the very reputation of our program has been built on having the best faculty in the nation.

Every member of our teaching faculty has been selected with care. We're choosy about our instructors . . . and with good reason. Our success as a training department and your success as a participant depends upon it. We're proud to say that our instructors are enthusiastic and full of energy. They're knowledgeable about their subject matter and up-to-date on the latest tools and techniques. What's more, they're all experts at teaching adults.

We don't accept every trainer who applies. But the 36 who have made this year's faculty roster can be counted on to provide you with a learning experience that is both enjoyable and relevant to your needs in today's fast-changing workplace.

### Ron Bacevich

Labor and Industrial Relations Specialist Ron Bacevich came to the University of Illinois after a 10-year stint at Temple University in Philadelphia supervising grievances, resolving work site disputes, and interpreting contracts for the University's Labor Relations department.

During Ron's six years here, he has been directly involved with the grievance process and training, as well as a variety of issues affecting employee relations. He has experience working with both unions and employee groups.



Call us at 333-8342 today to register.

His philosophy? "Effective employee relations is a function of fairness and honesty between the administration and the employee. You've got to be able to look at both sides of the issue."

***Policy and Rules: What Every University Supervisor Needs to Know; Handling Employee Discipline***

### Susan Baile

*Boulder, Colorado*

Without even knowing it, Dr. Susan Baile began preparing for her career in speech communications and human relations early on. Her father was in the military and since she was never in one place for very long, Susan quickly learned how to adapt to new opportunities. She also learned how to avoid conflict. Susan hated conflict, but she learned to manage it and turn it into a powerful force in her life.

With a Ph.D. in speech communications and human relations, Susan Baile brings a solid educational background and proven expertise to her programs. The opinions she offers and the skills she conveys are backed by a thorough understanding of the supporting research.

The people who have attended Susan's seminars repeatedly praise her sincerity, sense of humor, clarity, and ability to erase any distance between herself and her audience. She has that rare and wonderful ability to make a room of 600 people feel like an intimate gathering. With her quiet demeanor yet undeniable power, Susan has helped thousands of professionals learn tangible skills, become willing to trust themselves, and gain the courage to act on the things they want.

***Power Communication***



### Rita Boettcher

With many years of professional experience as a personnel officer and trainer in both the public and private sector, Rita Boettcher brings to the seminar classroom firsthand knowledge of the legal issues involved in hiring, firing and working with employees on a day-to-day basis. Currently, she serves as director of personnel services for the City of Champaign, overseeing labor relations, the administration of benefits and workers' compensation, safety, and training on behalf of approximately 400 municipal employees who are members of four labor unions and one non-union group.

A former high school teacher, Rita has served as training manager for a variety of businesses including Hobbico, Inc., Motorola, Inc., Alliance Tool Corporation, and Northwestern Memorial Hospital. She holds a master of science in industrial relations from Loyola University of Chicago as well as a bachelor of arts in English education from the University of Illinois.

***Managing Within the Law; Conducting Employee Performance Evaluations***

### Michael Boudreau

Michael Boudreau is uniquely qualified to lead our workshops on business writing and grammar and usage. For the past seven years, he has taught literature, composition, and desktop publishing at the University of Illinois. Currently, he serves as a manuscript editor at the University of Illinois Press.





A stickler for clarity and precision, Boudreau often finds himself saddled with the unenviable task of translating highly technical language into instructions the layperson can understand. He is the author and editor of software documentation for the Champaign-based firm, Wolfram Research, Inc.

**Grammar and Usage; Business and Report Writing**

**Jeffrey Brownfield**

As coordinator of Staff Development's Computer Education program, Jeff Brownfield oversees one of the most active

computer training facilities in central Illinois. In addition to developing training seminars for computer users at all levels of expertise, Jeff has taught numerous courses in a variety of computer-related subjects. Under Jeff's direction, more than 1,000 University faculty and staff members learn how to use computer software in the more than 200 classes conducted each year at the Computer Education Center.

A University of Illinois graduate, Jeff holds a bachelor of arts with a dual major in industrial/organizational psychology and political science. He is currently completing his thesis for a master's degree in public administration.

**Learning to Think Like a Manager**

**Alan J. Butkowsky**

*Wethersfield, Connecticut*

No one recognizes the need for effective memory enhancement strategies better than Alan Butkowsky. To earn his advanced degrees in biology, nutrition, and chiropractic, Dr. Butkowsky was forced to memorize thousands of scientific details. Today, he makes his living by sharing the techniques that



worked for him with school children, college students, and professionals representing a variety of interests and organizations.

Over the years, Dr. Butkowsky has translated his own experiences in attempting to recall names, numbers, dates, appointments, images, and facts into a powerful program called "Memory Mastery." Through Memory Mastery, Dr. Butkowsky believes anyone can become equipped with the skills necessary to memorize and recall any kind of information quickly and accurately.

The author of the book *Memory Dynamics—Principles and Techniques*, Dr. Butkowsky is also the creator of a 16-hour intensive memory development workshop and an 8-hour cassette program on Memory Mastery. His courses on memory development and application are offered under the auspices of several colleges and universities.

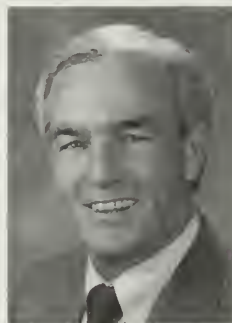
**Shortcuts to a Better Memory**

**Ron Canham**

*Tucson, Arizona*

Ron Canham brings more than 16 years of experience in business, government, and education to the seminar room.

Currently, he serves on the faculties of University of Phoenix and University of Arizona and as senior human resources manager for a major health care organization. Ron, a native of Springfield, Illinois, is a graduate of Ohio State and has a master's degree in Public Administration from University of Arizona.



Ron's research on customer service and the effective management of today's work force has taken him around the country to address supervisors and employees at such organizations as Hughes Aircraft, Graphic Arts of America Industry, the International Communications Industries Association, and Printing Industries of Ohio, to name just a few.

**FastTrack Supervision; What Makes People Tick; Tough Times Are Here to Stay**

**Lonnie Clark**

As a Labor and Industrial Relations Specialist, Lonnie Clark brings hands-on experience to the classroom. His experience includes 12 years as an

Assistant Director of Housing at UI, and current experience as an Urbana City Alderman and part owner of the local radio station—WBCP. For the last five years Lonnie has served in the Employee Relations section of Personnel Services Office.

Lonnie holds a degree in Political Science from Eastern Illinois University and a Certificate of Executive Leadership from the University of Illinois Institute of Labor and Industrial Relations. He also earned a Certificate of Completion from the Institute of Applied Management and Law. A life-long resident of Champaign-Urbana, Lonnie is active in numerous community projects.

**Handling Employee Discipline**



*Lisa's back! See page 10.*



## Stephanie Culp

Oconomowoc,  
Wisconsin



For anyone who has ever struggled with clutter at home or on the job, the name

Stephanie Culp may ring a bell. She is the author of several nationally-known books on the subject, including *How to Conquer Clutter*, *How to Get Organized When You Don't Have the Time*, and *Conquering the Paper Pile-Up*. In addition, Stephanie is the founder and driving force behind the Wisconsin-based organization and management consulting firm, The Organization.

As a national lecturer and seminar leader, Stephanie has addressed countless groups, including the National Accounting and Finance Council, the Specialty Equipment Market Association, members of management at MCA Universal Studios, and the Tupperware National Jubilee Convention, attended by 14,000 people.

She has been featured on more than 200 radio and television programs across the country and has been interviewed by such publications as *USA Today*, *Entrepreneur*, *Success*, and *Time*. Her articles on organization and time management have appeared in *The Los Angeles Times*, *Redbook*, *Working Woman*, and *Family Circle*. In addition, she is the publisher of *Streamlined Living*, a newsletter of organization and management tips.

In 1986, Stephanie was elected as a delegate from Southern California to the White House Conference on Small Business in Washington, D.C. She is a founding member and the past president of the National Association of Professional Organizers and has twice received that association's award for Outstanding Contribution to the Profession.

**Productivity Plus: How to Conquer Time and Paper**

## Daniel Dana

Shawnee, Kansas



Internationally recognized as a pioneer in the fields of communication and conflict resolution, Dr. Daniel Dana is perhaps best known as the originator of the Managerial Mediation technique for resolving employee disputes.

With a Ph.D. in psychology, Dr. Dana has served for several years as a professor of organizational behavior at the University of Hartford (Connecticut) Graduate School of Business and Public Administration, and has held faculty appointments at the Universities of Massachusetts and Connecticut. In addition, he has been a guest lecturer at educational institutions in Australia, the Netherlands, Sweden, England, Turkey, Hong Kong, and the Soviet Union.

In a career spanning more than two decades, Dr. Dana has provided mediation training and consultation to such corporate and organizational clients as: the National Aeronautics and Space Administration (NASA), Quaker Oats, the American Automobile Association, the Visiting Nurse Association, Martin-Marietta Aerospace, Denny's Restaurants, and the Los Alamos National Laboratory. His speaking credits include presentations to the American Society for Training and Development, the Society of Professionals in Dispute Resolution, the Association for Quality and Participation, and numerous universities throughout the United States and the world.

Dr. Dana is the author of two books on conflict: *Managing Differences: How to Build Better Relationships at Work and Home* and *Talk It Out: Four Steps to Managing People Problems in Your Organization*, and has been widely acclaimed for his ability to put the tools of the professional mediator into the hands of the average person.

**Manager as Mediator**

## Lisa Ford

Atlanta, Georgia



Entrepreneurs have had a lot to do with the revitalization of American business. And Lisa Ford is among them. She returns to the University of Illinois again this year to share her secrets of success in a program on exceptional service.

Lisa became an entrepreneur at age 26 when she formed her own training and consulting company, Ford & Associates. Since then, she has developed seminars on a variety of subjects for major industries, including customer relations for the utility industry, patient relations for the hospital industry, and cross-selling and communication skills for the banking industry.

Lisa earned high marks from participants for her presentations at our Fifth Biennial Conference for Working Women in 1992 and her campus seminars in previous years. We are delighted to welcome back her down-home charm and common sense approach to life and work.

**Exceptional Service**

## Cindy Hardig



Cindy Hardig returns for her fifth year as the most highly rated trainer in our Computer Education Center. A part-time affiliate instructor in office careers at Parkland College since 1975, Cindy has taught information processing courses in Lotus 1-2-3, WordPerfect, MultiMate Advantage, MultiPlan, and DisplayWrite 3, as well as typing and shorthand. A former high school business education teacher, secretary, and stenographer, Cindy holds a B.S. in education from DePaul University.

**WordPerfect**



## Verne Harnish

*Boulder, Colorado*

Verne Harnish is one of our country's most knowledgeable experts on quality management. Over the course of his

career, he has traveled to more than 100 cities throughout North America conducting workshops on management excellence, people motivation, and customer service. And, he has been hired as a quality management consultant by the likes of AT&T, Hewlett-Packard, Ford Motor Company, and the U.S. Treasury.

Early in his career, Verne founded the Young Entrepreneurs Organization and the Association of Collegiate Entrepreneurs. He built these groups from the ground up and, thanks to his leadership, they are today both internationally-recognized organizations.

Verne doesn't just speak about quality management, he lives it. Every one of his workshops is dedicated to providing participants with practical knowledge they can put to work the minute they return to their desks. Using a blend of presentation and audience participation, Verne gets his points across in a manner that is as entertaining as it is effective.

**Total Quality Management: The Basics**

## Paul Hursey

As Deputy Director for Employee and Labor Relations with the campus Personnel Services Office, Paul Hursey brings to his teaching over 30

years of experience in the personnel field. A lifelong resident of Champaign-Urbana, Paul joined the University of Illinois in 1960 where he became the first Affirmative Action officer for the University. His early experience in the personnel field gave him exposure to employment, classification and salary administration. He then began to



specialize in Labor Relations in 1973 at the campus level. In 1980 he left the campus office to become the University Coordinator for Labor Relations where he was responsible for labor relations at the Chicago and Urbana campuses. He rose to the position of Associate Director for Personnel at the Chicago campus in 1985, then later assumed the title of Deputy Director. He returned to the Urbana campus in 1988. Paul is a member of the Illinois Public Employers Labor Relations Association and the College and Universities Personnel Association.

### **Handling Employee Discipline**

## Carole Hyatt

*New York City*

Carole Hyatt—businesswoman, author, educator, consultant, and television personality. It seems that you can't open a magazine or watch a television talk show anymore without hearing *about* or *from* Carole Hyatt. She is so "on-target" with what is happening to the American worker that she has rapidly become everyone's favorite talk show guest.

As a businesswoman, Carole has been the co-founder and chief executive administrator for four corporations: The Peppermint Players; Childways, Inc.; Child Research Service, Inc.; and Hyatt Esserman Research Associates. Her work encompasses all sectors of domestic and international enterprise, including major corporations, government agencies, public interest foundations, and the media.

Carole is the author of three books—*Shifting Gears*, *The Woman's Selling Game*, and *Women and Work*—and the co-author (with Linda Gottlieb) of a fourth—*When Smart People Fail*. She has taught classes at every level, from the elementary level through graduate school and is the originator of "The Woman's Selling Game Workshop," which she conducts throughout the United States and abroad.

**Shifting Gears: Pathway to an Alternate Career**



## R.J. Lancaster

*Phoenix, Arizona*

Ryan (R.J.)

Lancaster is a partner with the Cambridge Group, Inc., a firm specializing in management assessment and direction for small- to medium-sized companies throughout the United States and abroad. An instructor in the MBA program at the University of Phoenix, R.J. serves on the policy making board of that University and was chosen "Outstanding Faculty of the Year" for two consecutive years.

Prior to establishing the Cambridge Group with his partners, R.J. spent nearly 20 years in the corporate arena where he held executive positions in a variety of firms including IBM. Since 1983, R.J. has served primarily as a consultant to service-oriented firms, specializing in strategic planning, marketing strategies, and team building. An accomplished speaker and seminar leader, R.J. holds a B.A. from Arizona State University and an M.I.M. from the American Graduate School of International Management. He is the author of the book *Organizing Your Business*, a how-to handbook on strategic planning and goal-setting.

**Getting Things Done When You're Not in Charge**



*Avoiding conflict?  
See seminars on page 37.*



## Lorinda Lewis

Collierville,  
Tennessee



With more than a decade of experience in sales, merchandising, management, and operations, Lorinda

Lewis knows what it means to be an "organized employee" and a "working parent."

Lorinda has worn many hats over the course of her career. As a retail store manager, redeployment manager, store installation supervisor, and special projects coordinator for Wallpapers to Go, she has developed chainwide discount programs, planned and implemented the expansion of eight stores, and single-handedly juggled the supervision of sales staff, operations, and merchandising efforts.

A graduate of Southwest Missouri State University with a bachelor of science in business communications, Lorinda has presented more than 350 seminars to approximately 25,000 businesspeople. Her easy-going manner and entertaining style make Lorinda a favorite of workshop participants everywhere.

***The Working Parent; The Organized Employee***

## Joseph Mancusi

Washington, D.C.



As president of the Center for Organizational Excellence in Fairfax Station, Virginia, Dr.

Joseph Mancusi is frequently called upon for advice by executives at the highest levels of government and industry. In addition to multiple speaking engagements at the White House, Dr. Mancusi's clients include such Fortune 500 companies as Westinghouse and AT&T, as well as the American Management Association, the Center for Financial Studies, and numerous professional organizations.

As a specialist in organizational development, team building, stress and change management, motivation, and workplace effectiveness, Joe Mancusi has conducted workshops and seminars in more than 35 states, England, and Canada. His work has been widely featured in the electronic and print media, including personal appearances on the *NBC Today* show, *CBS Evening News*, and ESPN.

A clinical psychologist by training, Dr. Mancusi was, until 1985, head of the Veterans Administration's psychology program, the largest such program in the world, with responsibility for 1,400 doctoral psychologists and 600 staff in 171 hospitals and 350 clinics. Previously, he served as a medical psychologist at the Nashville VA Medical Center and as Chief of Psychology at the Memphis VA Medical Center. Dr. Mancusi earned his Ph.D. in clinical psychology from Duke University.

***Stress Management: Rx for Burnout***

## Jim Mancuso

Phoenix, Arizona



Jim Mancuso's background in speech competition on the college level provides the impetus behind the strongly results-oriented approach he brings to adult learners. Jim's career in communication, which spans more than 20 years, includes 10 years of experience coaching nationally ranked collegiate speech and debate teams.

Jim holds bachelors and masters degrees from Arizona State University, has taught speech communications at the secondary, community college, and university levels; and has chaired the Department of Speech Communication, Theatre Arts and Telecommunications at Mesa Community College. As a reviewer of leading textbooks on communication, Jim remains in the forefront of new developments in his field, thereby helping to ensure that his presentations include state-of-the-art information and fresh ideas for

more effective employee interaction and communication.

***Getting Along With Difficult People at Work***

## Marty Marino

The importance of a positive attitude is something Marty Marino knows more than a little about. Since graduating from



MacMurray College in Jacksonville, Illinois, in 1965, Marty has spent a great deal of time helping others.

Over the past 25 years, he has been a volunteer for a variety of organizations, including the Manassas (Virginia) volunteer Rescue Squad, Green Meadows Girl Scout Council, the Urbana Park District, WILL radio and TV, and the United Way. All of these experiences, he says, "have had a profound impact on my life."

Marty believes that everyone—family, friends, customers, and co-workers—should be treated with the respect, cordiality, and good humor extended to volunteers.

Marty joined the University of Illinois staff 18 years ago. Previously, he spent 10 years in banking and was affiliated with a savings and loan association.

***The Attitude Virus***

## Joe Martocchio

A faculty member at the University of Illinois, Joe Martocchio is an assistant professor in the Institute of Labor and Industrial Relations where he teaches graduate-level courses in research methods and compensation and industrial relations systems. Prior to joining the UI faculty in 1989, he was a research assistant in the School of Labor and Industrial Relations at Michigan State University.





Joe received his Ph.D. and Master of Labor and Industrial Relations from Michigan State University. In addition, he holds a B.S. with High Distinction in organizational behavior.

#### **Giving Constructive Feedback**

### **Alan Loy McGinnis**

Glendale,  
California

Dr. Alan Loy McGinnis, author of the books *Power of Positive Thinking* and *Bringing Out the Best in People*, is firmly committed to the notion that in helping others grow and excel, one can experience life's greatest joy.

A founder and director of Glendale, California's Valley Counseling Center, Dr. McGinnis holds degrees from Princeton, Wheaton, Fuller, and Columbia, and has done extensive research on the dynamics of high-morale organizations. An energetic and powerful speaker, Dr. McGinnis lectures annually to more than 100,000 people at universities and management conferences throughout the United States and many foreign countries. In addition, he has provided seminars for such corporate entities as IBM, Dow Chemical, Coldwell Banker, CIGNA, Blue Cross/Blue Shield, Pacific Telephone, and the Institute for Nuclear Power Operators.

Dr. McGinnis is the author of more than 50 articles on motivation and morale for such national magazines as *Reader's Digest*, *Cosmopolitan*, *Good Housekeeping*, *Ladies' Home Journal*, and *The Saturday Evening Post*. His first book, *The Friendship Factor*, is an international best seller. Now in its 29th printing, the book has sold more than a million copies and has been translated into 12 languages.

#### **Bringing Out the Best in People**

Call us at 333-8342  
today to register.



### **Kay McGuire**

Kay McGuire, MSW, is the founder and director of the Center for Creative Communication and has more than 13 years of experience in helping people develop their interpersonal skills.

Through her private counseling practice and as a consultant to business, athletics, and health care organizations, Kay combines her perceptive evaluations with insightful attitudes and positive caring for everyone with whom she works.

Known for her sensitive and sincere professionalism, Kay has been interviewed by host Gary Collins on the nationally syndicated "Hour Magazine" television show. She also has been interviewed for articles in *Woman's Day* and *The News-Gazette*. A member of the National Association of Executive Females, National Association of Social Workers, and National Speakers Association, Kay is a consultant for the nationally known firm of Personal Performance Consultants and a certified consultant with Performax Systems.

#### **What's Your Style? Assessing Your Personal Profile at Work**

### **Andra Medea**

Chicago

Andra Medea began her professional career in conflict management in 1972, when she was commissioned to co-author the book *Against Rape* with Kathleen Thompson. Published in 1974, this book is today considered a classic in the field of social aggression. Medea went on to found Chimera, Inc., a Chicago-based organization devoted to developing self-defense and personal safety training for women, which has since expanded nationwide.



In 1987, Medea turned her attention to the dynamics of conflict in business and politics with the founding of Medea & Associates, a firm providing seminars and workshops on creating diplomatic solutions in work environments. Over the past five years, she has carried her message to a variety of audiences in the public and private sectors, including MS Editorial Services, American Friends Service Committee, the Department of Children and Family Services, and the Illinois Department of Public Health, as well as universities throughout the United States and Canada.

Medea holds a bachelor of arts from DePaul University and is currently working toward a master of arts with a concentration in conflict management at DePaul. She is a certified mediator with the Chicago Center for Conflict Resolution, assigned to the courts at Chicago's Daley Plaza. Her latest book is the forthcoming *The Corporate Chimera: Power, Conflict, and the New Rules of Business*.

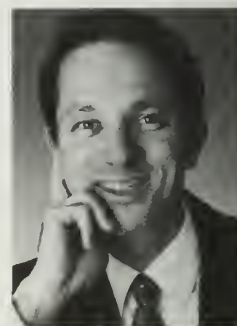
#### **Skills of the Diplomat: Developing Conflict Management Skills**

### **Michael W. Mercer**

Chicago

Dr. Michael Mercer is a true eclectic. An author, speaker, and university-trained industrial psychologist, he is widely acclaimed for his ability to conduct workshops and seminars that are as informative as they are entertaining.

An active speaker at corporate meetings and professional conferences, Mike teaches MBA courses and serves as a consultant to several companies on employment testing, sales and management training, profit-improvement techniques, merger management, and team building. Prior to founding his own firm—The Mercer Group—Mike held management positions at Mobil Corporation and Baxter International.





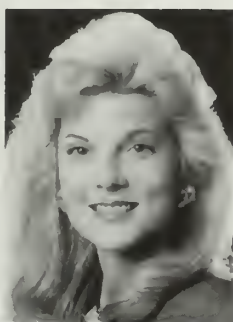
The author of *Hire the Best and Avoid the Rest*, Mike has established an enviable reputation for his expertise in staffing issues. Eleven universities call on him for advice in hiring. He has appeared on more than 300 radio and television talk shows and, when reporters from *The Wall Street Journal* need to interview an expert on employment selection methods and career issues, they almost always call Mike.

Mike serves on the board of directors of three graduate schools and is the author of two other best-selling books—*How Winners Do It: High Impact People Skills for Your Career Success* and *Turning Your Human Resources Department into a Profit Center*.

#### **Hire the Best and Avoid the Rest**

#### **Lee Milteer**

*Virginia Beach, Virginia*



Lee Milteer's powerful message and presentation style have placed her among America's most highly regarded speakers. Rated the best trainer in 1988 by the Gordon Group, Lee has also been rated number one by CareerTrack Seminars, Inc., and is a past winner of the "Rising Star" Award.

And no wonder. Her humorous style and winning attitude continue to energize audiences and leave them with a set of powerful strategies they will never forget.

As president of her own firm, Lee Milteer Associates, Career Development Strategists, Lee has counseled and trained thousands of men and women on motivation and success. Her clients have included such organizations as Bell Canada, Texaco, 3M, IBM, Walt Disney, Federal Express, Xerox, and literally hundreds of government agencies throughout the United States and Canada.

A professional speaker since 1980, Lee has traveled the lecture circuit from coast to coast and throughout many

foreign countries. She was host and producer for 6 years of the cable television show "Lifestyles" and has appeared in numerous national commercials. In addition, Lee is the author of many articles and publications dealing with personal growth and achievement.

#### **Coping With Change and Uncertainty**

#### **Leslie Nay**

A personnel officer in the campus Personnel Services Office, Leslie Nay has a B.S. and M.S. in Business Administration (with a concentration in Labor



Relations) from the University of Kansas, and a Ph.D. in Collective Bargaining and Labor Relations from the Industrial Relations Research Institute at the University of Wisconsin. She was an Assistant Professor in the Faculty of Commerce and Business Administration at the University of British Columbia, where she taught courses in Labor Relations and Collective Bargaining. Since her return to the midwest, she has been employed at the University of Illinois, first in the University Personnel Administration Office and then in the campus Personnel Services Office. Her duties include participation in grievances, disciplinary meetings and contract negotiations as well as research on and assistance in formulating labor relations and other personnel policies and practices.

#### **Handling Employee Discipline**

#### **Roger C. Parker**

*Dover, New Hampshire*

Graphic design was once the exclusive domain of art directors and design professionals. But now, thanks to people like Roger Parker, anyone with a computer



and the appropriate software can create attractive, effective brochures, newsletters, catalogs, and presentations.

Roger C. Parker is a whiz at desktop publishing. The president of The Write Word, Inc., a New Hampshire-based advertising and marketing consulting firm, he has written more than 10 books on computers and design, including *Newsletters From the Desktop*, *Desktop Publishing with WordPerfect*, and *The Makeover Book: 101 Design Solutions for Desktop Publishing*. In addition, he is the author of more than 125 articles and columns on desktop publishing and related subjects. Parker travels extensively and has conducted seminars and workshops on desktop design throughout the world.

Parker's presentation on the UI campus is based on his latest and most important book—*Looking Good in Print: A Guide to Basic Design for Desktop Publishing*.

#### **Introduction to Desktop Publishing Design; Newsletters From the Desktop; Designing Presentations and Overheads**

#### **Tom Schenck**

Tom Schenck brings the perspectives of both trainer and entrepreneur to his fourth year as an instructor in our program. Active for



many years as a trainer in Illinois, Tom opened his own management and marketing consulting firm, Schenck Development Group. He will again teach electives in the Professional Supervisor Certificate Program.

Tom has served as a consultant to Illinois Power Company, where he developed and presented workshops on presentation skills, speaker skills, and conflict management; developed a



standard evaluation form for training; and designed, implemented, and analyzed a company-wide training needs assessment survey.

Tom holds an M.A. in organizational communication and a B.A. in psychology from the University of Illinois.

***Getting More Done Through Delegation; It's What You Don't Say***

## **John Schlacter**

*Tempe, Arizona*

John Schlacter's interest in the behavioral aspects of organizations and the marketplace makes him the ideal leader for seminars on subjects related to supervision and performance management. A professor of marketing and assistant department chair in the College of Business at Arizona State University, Dr. Schlacter has more than 15 years of experience in marketing and management consulting. Much of his work has focused on organizational development, motivation, leadership, strategic planning, and market research for industrial, wholesale/retail, service, and trade organizations. He has consulted with businesses of all sizes, from Fortune 500 companies to owner-managed firms.

John is an active participant in the Center for Executive Development and the First Interstate Center for Services Marketing at Arizona State University where he teaches in the MBA for Executives program. He is also a faculty member of both the Field Sales Management Institute and the Graduate School of Sales Management and Marketing sponsored annually at Syracuse University by Sales and Marketing Executives International. In addition, John is frequently invited to participate in executive and management development programs throughout the United States and abroad.

Dr. Schlacter holds a bachelor's degree from Case Western Reserve



University and MBA and Ph.D. degrees from The Ohio State University.

***Coaching and Counseling Skills for Managers; Why Employees Don't Do What They're Supposed to Do***

## **Lee Shelton**

*Denver, Colorado*

When it comes to excellence, Lee Shelton knows his stuff. As vice president of marketing for the Adolph Coors

Company, Lee and his team created and launched Coors Light, the 8-ounce beer can, and the 12-pack, and were among the first to use sports figures to promote beverages.

A former high school math teacher and coach and the recipient of a National Science Grant to study mathematics, Lee turned to marketing after earning a masters degree in administration from Southern Illinois University. He has served as director of marketing services at both American Hospital Supply and Magnetrol International and, while employed by Scott, Foresman and Company, a major educational textbook publisher, rose from a position as salesman to that of corporate officer.

Now, Lee brings the secrets of his success in teambuilding, leadership, and productivity to the classroom. In today's fast-paced business environment, his practical perspective and hands-on approach are sure winners!

***Excellence Begins With You***

## **Jim Trail**

Jim Trail gives more than lip service to the subject of meetings. He draws on 30 years of personal experience as a manager who has sat in hundreds of them. For the last three decades, Jim has been a Civil Engineer



in Operations and Maintenance at the University of Illinois. Aside from engineering, his responsibilities have included employee management, training and negotiation.

In addition to completing his bachelors, masters, and doctoral degrees at the UI, Jim has gone on to earn his Professional Supervisor Certificate through Staff Development. His training in the field of management includes courses in advanced management practices, supervisory development, and the psychological aspects of supervision.

***Making Meetings Work: How to Plan, Organize, and Conduct Effective Meetings***

## **Dean Tucker**

*Charleston, Illinois*

The current principal at Charleston High School, Dean Tucker has drawn on his extensive experience in working with people to develop seminars on attitude improvement and motivation.

In 22 years of public education, he has served as an administrator, history teacher, counselor, and head coach on the varsity level. Yet Dean has still found time to gather knowledge about and gain experience in the fields of hotel management, law enforcement, retail sales, and radio sports broadcasting. His seminars, which are designed to motivate audiences interested in personal and professional growth, have drawn rave reviews from service organizations, universities, law enforcement agencies, private businesses, salespeople and educators.

His secret? "Countless times I have seen the powerful results inherent with a positive self-concept," Dean explains. "Only with this tool can an organizational team develop the skills and abilities to function prosperously."

***How to Develop a Better Support Staff***





## Thelma Wells

Dallas, Texas

Thelma Wells is so committed to sharing her image-building ideas and self-help techniques that she wears a bumblebee



pin wherever she goes. The pin is a tangible symbol of the motto Thelma lives by: "You can be the best you want to be!"

Trained in the banking industry, Thelma began her public speaking career 11 years ago by leading seminars for banking students. Reasoning that the fear of achievement and lack of confidence had a great deal to do with their poor showing on tests, Thelma started offering self-esteem seminars to her students . . . right before exams. The result? Their self-esteem shot up right along with their grades!

Thelma continues to serve as an instructor and seminar leader for the American Institute of Banking and as an assistant vice president of North Park National Bank. In addition, she has been the recipient of numerous awards, including "1988 Woman of the Year" from Black Women Entrepreneurs; the Trailblazer Award from the South Dallas Business and Professional Women's Club; Against the Odds Award from Giving Real Options to Women (GROW); and the 1989-90 Minority Small Business Person of the Year award from the U.S. Small Business Administration—Dallas Division.

### Image and Self-Projection

## Joseph Zaccaria

Dr. Joseph Zaccaria combines a healthy dose of practical work skills with humor and real-life examples in his teaching of some of the core courses required for our Professional Supervisor Certificate Program.



Joe, a professor of educational psychology at the University of Illinois, believes that participants in his classes benefit more from "nuts and bolts" examples of real situations than from textbook theory and lecture. So he strives to ensure that students understand what's going on in the workplace and then, on the basis of their understanding, learn to take appropriate action. And although Joe emphasizes workplace skills, he finds that many of the concepts and techniques he covers in class are equally applicable at home.

Joe earned his doctorate in counseling and student personnel administration from Columbia University. He holds a master's degree in classroom instruction and an advanced certificate in counseling and guidance.

***The Professional Supervisor; Planning and Organizing for Supervisors; Directing and Controlling for Supervisors; How to Avoid the Most Common Mistakes of Supervisors***

## Elaina Zuker

Larkspur, California

A seasoned businesswoman, educator, writer, and consultant, Elaina Zuker has held management positions in publishing, marketing, higher education, manufacturing, and



communications. She has served on the faculties at Montclair State College, Mercy College, Pace University, and Marymount College, and has developed the curricula and educational training materials for a variety of major corporations.

The author of the book *The Seven Secrets of Influence*, Elaina has also written other books, articles, educational materials, and personal and career development tools. She has created custom publications for *Time*, *Money*, *Home Mechanix, Inc.*, *Working Woman*, and other magazines.

Elaina holds a B.A. in psychology from Empire State College, New York; a B.S. in commerce from Sir George Williams University, Montreal; and an M.S. in organizational behavior and management from New York Polytechnic Institute. She is director of the National Association for Female Executives/Institute for Management Training, a member of the Advisory Board of *The Executive Female*, and has been a featured speaker at meetings of such groups as Organizational Development Network, the American Society for Training and Development, the National Society for Performance and Instruction, the Association for Humanistic Psychology, and the American Council on Education.

***The Seven Secrets of Influence***





# The Professional Supervisor Certificate Program (PSCP)

## University of Illinois' Supervisory Certificate Program

Research has shown that managing personnel is the toughest part of supervising. To successfully oversee today's work force, a supervisor needs strong "people skills." The Professional Supervisor Certificate Program (PSCP) is designed to provide them.

### **Why a certificate program for supervisors?**

Because training can make the critical difference between a good supervisor and a mediocre one. For years, supervisors who recognized the value of training have enrolled in classes whenever they felt the need to polish old skills and cultivate new ones. With the University of Illinois' Professional Supervisor Certificate Program (PSCP), they can acquire training as part of a structured program and earn a certificate for their efforts.

The certificate program is an organized approach to supervisory training. The curriculum has been designed to ensure that each participant receives certain fundamental core courses which focus on the most basic functions of the supervision process: planning, organizing, directing, and controlling. Additional courses may be selected, based on individual needs and interests, from a wide range of elective.

### **What are the advantages?**

As a participant in the PSCP, you will join a select group of professionals

who desire to improve their job skills and expand their overall knowledge so that they can perform more effectively in the workplace. By attending required and elective seminars, you become part of a personal and professional network of supervisors who have similar work concerns and face day-to-day challenges that are, in many ways, identical to your own. Time and again, participants have told us that one of the most valuable benefits of the PSCP is the opportunity to present on-the-job problems and find solutions to them through directed class discussion.

In addition to the benefits you will enjoy from interaction with your peers, the PSCP also affords you the opportunity to learn directly from "the pros." Every member of our teaching staff has been selected with care.

Our regular faculty, some of whom are drawn directly from the University community, know firsthand the concerns of campus supervisors. And from their work as outside consultants to a variety of public and private sector organizations, they bring an additional—off-campus—perspective to the classroom.

In order to provide the most well-rounded, up-to-date program possible, we also bring in numerous guest presenters throughout the year. Each is an expert in his or her subject, and every one of our guest lecturers is equally adept at communicating that subject clearly and powerfully.



Upon successful completion of the PSCP, you will receive a certificate mounted on a 10.5 x 13 inch wooden plaque ready for hanging in your office. That certificate, along with the transcript of courses completed, demonstrates to superiors and colleagues alike that you are serious about being a "professional supervisor."

### **How does the certificate program work?**

The program consists of three elements: certificate enrollment, core seminars, and electives. To complete the requirements, a participant *must* register for the certificate, complete the core courses, and complete 30 Staff Development Units (SDUs) from among the accepted elective courses. (For a more complete description of SDUs, see page 4.) You will find the amount of SDU credit indicated at the end of each course description. Only those seminars marked with a **PSCP** are eligible for PSCP credit.

## Professional Supervisor Graduates (September 1989-June 1992)

Michelle Ackerman  
Marlene Adams  
Roletta Ammons  
Susan Anderson  
Karen Athy  
Peggy Ball  
Cathy Ballew

Alberta Bement  
Gary Biehl  
James Black  
Cheryl Blackburn  
Eugene Boatright  
Amy Bosshart  
Brad Bowen

Larry Brazelton  
Judy Brown  
Larry Brown  
Charlotte Brownfield  
Ron Brunelle  
Mike Brunk  
Jeff Bunting

Vernon "Pete"  
Bunting  
Paul Bunting  
Dick Burwell  
Paula Burwell  
Bruce Busboom  
Dorinda Byers

Joyce Canaday  
Jeff Carns  
Barb Cicone  
Brian Cockerham  
Charles Coddington  
Connie Coleman  
Sharon Conatser

Judy Corray  
Gene Crowl  
Diane Cuppernell  
Janilyn Daily  
Dan Dancy  
Marsha Davis-Hubert  
Donna Debelak



## 1. Certificate Enrollment

To receive the Professional Supervisor Certificate, participants must formally enroll in the program. You may enroll at any time; however, your requirements for completion of the certificate are those that are *in effect at the time you formally register*. Participants pay a one-time enrollment fee of \$30. (Important: Payment of the certificate enrollment fee does not constitute course enrollment; course registrations are handled separately.)

## 2. Core Seminars

The seminars in this category may be taken in any order. However, program participants should be aware that each seminar is offered a limited number of times and should plan accordingly.

**NEW CORE REQUIREMENTS for 1992-1993:** Participants who have not yet registered for the Certificate must fulfill the following core seminar requirements:

- **FastTrack Supervision: The Professional Supervisor** (previously entitled Accelerated Supervision)—*November and March*
  - **How to Avoid the Most Common Mistakes of Supervisors** (Supervision 200)—*November and April*
- IF YOU HAVE REGISTERED FOR THE CERTIFICATE PRIOR TO SEPTEMBER 6, 1992, your core requirements are those that were in effect at the time you registered. *However, you should complete your core requirements during 1992-93 because these courses will not be repeated after this year.*
- **The Professional Supervisor** (Supervision 100)

- **Planning and Organizing for Supervisors** (Supervision 101)
- **Directing and Controlling for Supervisors** (Supervision 102)
- **Learning to Think Like a Manager** (Supervision 103)—*November and April*

### Substitutions

- ✓ **FastTrack Supervision: The Professional Supervisor** (previously entitled Accelerated Supervision) can be substituted for Supervision 100, 101, and 102 or any lesser combination.
- ✓ **How to Avoid the Most Common Mistakes of Supervisors** can be substituted for **Learning to Think Like a Manager**

Call us at 333-8342 if you have questions or if you're not sure which core requirements you have already completed.

## 3. Electives

Any combination of seminars in this catalog that bear the **PSCP** symbol may be elected to equal the required 30 Staff Development Units (SDUs).

Elective seminars are conducted from September through May. Since each year's program reflects the current needs of the campus, a seminar offered this year may not be offered in future years. Elective courses available in 1992-93 are shown at the end of this section as well as several examples of Professional Supervisor Programs. Additional electives will be offered beginning in Fall 1993.

## What does it cost?

Admission into the Professional Supervisor Certificate Program requires a one-time enrollment fee of \$30. Registration fees for individual course vary.

## How long does it take to complete the program?

Some supervisors are able to complete the entire program in one year; however, we recommend scheduling your seminars over a two year period.

## Are supervisory courses open only to those enrolled in the Certificate Program?

No. All core seminars and electives are open for individual enrollment without admission into the Professional Supervisor Certificate Program. Later, should you decide to enroll in the program, any eligible courses taken since September 15, 1989, will count toward completion of your certificate. You are considered enrolled in the PSCP upon payment of the \$30 enrollment fee.

## How is credit earned?

Attendance at class sessions is required in order to earn credit for each course. Our records are based on attendance rosters compiled at each seminar. To ensure that you receive credit for attending the course, be sure that you are counted and that your name appears on the roster that is turned in to Staff Development by the instructor.

## How do I know when I have completed the program?

It is the responsibility of each participant to keep track of Staff Development Units earned and to inform our

Fred DeBois  
Janet Decker  
Patsy Demlow  
Glenn Dillman  
Cheryl Dixon  
Wil Dixon  
Charles Draper  
Richard Dunkman  
William Eckerty  
Karena Elliott

Lisa Emerson  
Keith Erickson  
Betty Everence  
Jeff Fairchild  
William Folts  
Don Fortik  
Jean Foster  
Renee Friebel  
Michael Gocker  
Carl Godbee

Kathy Goeken  
Susan Goode  
Audrey Goodwin  
Patricia Gothard  
John Goyette  
Elaine Grimes  
Linda Grindley  
Rebecca Gustafson  
Michael Hari  
Peggy Harris

Rose Harris  
Charles Hassell, Jr.  
Bob Henderson  
Charles Henry  
Katie Henry  
Tonja Henze  
Cheryl Herring  
George Hess  
Robin Hess  
Mary Jo Hettinger

Jim Hildreth  
Art Hills  
Richard Hissong  
Dean Hoffman  
June Holmes  
Mary Hosier  
Tim Hoss  
Ron Hunt  
Martin Ignazito  
Phyllis Ingleman

Dan Ivey  
Norma Jackson  
Bill Jamison  
(deceased)  
Shirley Jenkins  
Annette Jones  
Debbie Jones  
Shirley Jones  
David Karcher  
Joyce Keith

office when nearing completion of the requirements for obtaining the Certificate. We will then compare your records with our records and process the paperwork to issue the certificate. Your department will be notified in writing of the completion unless you request otherwise.

### ***Is counseling available to help me get started?***

Yes. Staff Development provides enrollment counseling to assist participants in the selection of elective seminars. Participants are given guidance in appropriate selections based on their current working situation, career ambitions and goals, and training and educational background. Counseling appointments can be made by calling us at 333-8342.

### ***Is counseling required? Can I design my own course of study?***

No and yes. Although we strongly recommend that participants sit down early on with one of our staff members to go over the course requirements and electives, those who would rather design their own course of study are certainly free to do so. A word of caution, however . . . if you decide to pursue the self-designed route, please be sure to keep the following in mind:

- ✓ *Schedule your core requirements first.* You do not have to take the core courses in any particular order; however, we recommend that you schedule them quickly as we limit the enrollment. Keep in mind, too, that it is not necessary to complete core requirements before going on to electives. You may enroll in elective classes at any time during the course of your study.

## **Sample PSCP Program 1**

### **Core Requirements**

The Professional Supervisor (Supervision 100)

FastTrack Supervision

How to Avoid the Most Common Mistakes of Supervisors (Supervision 200)

### **Electives**

**SDU**

Understanding the Americans with Disabilities

Act: Workplace Issues . . . . . 0.5 SDU

Excellence: It All Begins With You . . . . . 4.0 SDU

Coping With Change and Uncertainty . . . . . 4.0 SDU

It's What You *Don't* Say: Nonverbal Communication . . . . . 3.5 SDU

Shortcuts to a Better Memory . . . . . 3.0 SDU

Hire the Best and Avoid the Rest . . . . . 4.0 SDU

Giving Constructive Feedback . . . . . 3.0 SDU

Total Quality Management: The Basics . . . . . 4.0 SDU

Productivity Plus: How to Conquer Time and Paper . . . . . 4.0 SDU

**Total . . . . . 30 SDU**

- ✓ *When selecting electives, go for balance.* The most effective supervisors are those who are well-rounded in a variety of subjects. For the best possible experience, we suggest alternating general management seminars with courses on subjects related to your individual supervisory situation and interests.
- ✓ *Double check those Staff Development Units.* Make sure that the seminars in which you are enrolling are seminars that will, in fact, count toward the 30 units needed for your Professional Supervisor Certificate. All seminars offered in our program earn Staff Development Units; however, **not all seminars earn Professional Supervisor Certificate credit.** Those that do earn credit are indicated with the **PSCP**

symbol. We encourage you to enroll in a variety of courses but be sure you recognize that some of them may not count toward your certificate.

- ✓ *Monitor your program from time to time to ensure that you are achieving balance.* Your certificate won't be as valuable to you if all of your coursework is related to your own personal development rather than to your ability to deal comfortably with your management and supervisory responsibilities. For that reason, we encourage you to choose courses that guarantee a healthy balance between the two.

- ✓ *Keep track of your progress.* Each participant is responsible for tracking his or her progress toward

Janeane Keller  
Linda Kennedy  
Susan King  
Dale Kinsel  
Norma Kite  
Randy Kornegay  
Bill Lamendola  
Daniel Lienard  
David Livingston  
Pat Livingston

Deborah Logan  
Robin Mahannah  
Janet Manning  
Marjorie Martinie  
Steve Mast  
Don May  
David McCall  
Jeffrey McCusker  
Ida McNutt  
Roger Medrow

Allen Menges  
Paul Messman  
Cindy Meyer-Giertz  
Marion Miller  
Debra Minniear  
Natalie Moore  
Robert Morris  
Charlie Moxley  
Sharon Murray  
Marlene Neeley

Sheryl Netherton  
Elaine Nicholas  
Sharon Kay Norman  
Paul Ochs  
Lolita Perdue  
Barbara Perrero  
Joe Peters  
Shirley Peters  
Fred Preisel  
Leslie Rankin

Cathy Reisner  
Ron Reynolds  
Gloria Ring  
Jack Roberts  
Sheila Roberts  
Heidi Rockwood  
Frank Roy  
Cheri Ruggles  
Jean Runyon  
Lori Sage

Ray Sanden  
Ruth Sattazahn  
Lynn Schaefer  
Ron Scheurich  
Janet Schisler-Lulloff  
Leon Schmidt  
Jo Ann Schwallier  
Duane Schwartz  
Gary Sergent  
Ron Sexton



completion of the requirements for the Professional Supervisor Certificate. We suggest, however, that you check with us from time to time to make sure that your records compare favorably with our records.

**Can I be sure this program is worthwhile?**

Yes, you can. Whether you are already a supervisor, or are hoping to advance to a supervisory level in the future, enrollment in the PSCP is one of the best things you can do for yourself and your career.

But don't just take our word for it. Ask someone who knows.

Over 200 University of Illinois employees and community friends have earned their Professional Supervisor

Certificates since the program began in 1989. We've included a complete list of program graduates on these pages. We encourage you to seek them out. Ask any of these graduates to share their experiences. They'll tell you what completion of the Professional Supervisor Certificate Program has meant for them . . . and what it can mean for you!

**Examples of the Professional Supervisor Certificate Program**

With the wide variety of elective seminars offered, each program participant can create the curriculum that is best suited to his or her own particular needs. We've offered two examples of how that might be done, but the possibilities are virtually unlimited.

**Sample PSCP Program 2**

**Core Requirements**

- FastTrack Supervision: The Professional Supervisor
- How to Avoid the Most Common Mistakes of Supervisors

Electives	SDU
Take Action: Sexual Harassment . . . . .	0.5 SDU
Coaching and Counseling Skills for Managers . . . . .	4.0 SDU
The Manager as Mediator . . . . .	4.0 SDU
Skills of the Diplomat: Developing Conflict Management Skills . . .	4.0 SDU
Getting More Done Through Delegation . . . . .	3.0 SDU
Shifting Gears . . . . .	4.0 SDU
The Attitude Virus . . . . .	1.5 SDU
What Makes People Tick . . . . .	4.0 SDU
Policy and Rules . . . . .	1.5 SDU
Conducting Employee Performance Evaluations . . . . .	3.0 SDU
Investing in Diversity . . . . .	.5 SDU
Total . . . . .	30 SDU

**1992-93 Electives\***

**Managing Human Resource Issues**

- Policy and Rules: What Every Supervisor Needs to Know* (1.5 SDU)
- Handling Employee Discipline* (3.0 SDU)
- Understanding the Americans With Disabilities Act: Workplace Issues* (.5 SDU)
- Take Action: Sexual Harassment Issues and Prevention* (.5 SDU)
- Investing in Diversity* (.5 SDU)
- Managing Within the Law* (3.0 SDU)

**Encouraging Others**

- Shifting Gears: Pathway to an Alternate Career* (4.0 SDU)
- How to Develop Better Support Staff* (2.5 SDU)
- Bringing Out the Best in People* (4.0 SDU)
- Coaching and Counseling Skills for Managers* (4.0 SDU)
- The Seven Secrets of Influence* (4.0 SDU)

**Managing Performance**

- Conducting Employee Performance Evaluations* (3.0 SDU)

(More electives on page 30.)

Ruth Sharpton	Phyllis Steward	Robert Taylor	Eva VanHarlingen	Susan Welch	Vickie Peterson
Chuck Siems	Lauren Stokes	Carrie Thomas	Jim Vaughn	Rick Wells	Wilson
Frederick Smith	George Stoltz	Peggy Thomas	Joe Vermillion	Fred Wheeler	Dan Wingler
Tom Smith	Terry Stonestreet	Velma Thomason	Sue Voegtlin	Ethel Whiteside	Mark Wittler
Robert Sollinger	Carlos Suchicital	Carl Townsend	Dennis Wallace	Linda Wicklund	George Wolfllin
Janet Spencer	Denise Suerth	Jim Trail	Gerald Warmbier	Gayle Wildman	Katie Wood
Tonya Spese	Mary Kay Suttle	Morris Trees	Sandy Waterstradt	Leathea Williams	Rhonda Wrona
Virginia Stahl	Richard Swearingen	Gail Vail	Nancy Webster	Robert Williams	
Sara Starkey	Doug Taylor	Sherri Vance	Rick Weinberg	Steve Williams	

*Getting Things Done When You Are Not in Charge*  
(4.0 SDU)

*The Attitude Virus*  
(1.5 SDU)

*Giving Constructive Feedback*  
(3.0 SDU)

*The Art of Getting More Done Through Delegation*  
(3.0 SDU)

*Why Employees Don't Do What They're Supposed to Do*  
(4.0 SDU)

### **Facing Challenges**

*Tough Times Are Here to Stay: Maintaining Quality With Fewer Resources*  
(4.0 SDU)

*The Working Parent*  
(4.0 SDU)

*Coping With Change and Uncertainty*  
(4.0 SDU)

*Learning to Think Like a Manager*  
(1.5 SDU unless being used to meet core requirements)

### **Resolving Conflict**

*The Manager as Mediator*  
(4.0 SDU)

*Skills of the Diplomat*  
(4.0 SDU)

### **Communicating**

*Making Meetings Work*  
(3.0 SDU)

*It's What You Don't Say*  
(3.5 SDU)

*Power Communication Skills*  
(4.0 SDU)

*Getting Along With Difficult People at Work*  
(4.0 SDU)

*Business and Report Writing*  
(4.0 SDU)

### **Understanding Yourself and Others**

*What's Your Style?*  
(3.0 SDU)

*What Makes People Tick*  
(4.0 SDU)

### **Supervising Service and Quality**

*Excellence: It All Begins With You*  
(4.0 SDU)

*Exceptional Service*  
(4.0 SDU)

*Total Quality Management: The Basics*  
(4.0 SDU)

### **Self-Improvement**

*Productivity Plus: How to Conquer Time and Paper*  
(4.0 SDU)

*Shortcuts to a Better Memory*  
(3.0 SDU)

*Stress Management: Rx for Burnout*  
(4.0 SDU)

### **Staffing**

*Hire and Best and Avoid the Rest: Interviewing Job Applicants*  
(4.0 SDU)

\*These seminars, found throughout this catalog, meet the requirements for inclusion as electives in the PSCP. (See page 1 for page numbers of descriptions.)

## **A Special Opportunity for Working Women**

### **Coming in 1994: The Sixth Biennial Conference for Working Women**

Mark these dates on your long-range planning calendar now: Tuesday, May 3 and Wednesday, May 4, 1994. Then make plans to attend this, the biggest and best career development opportunity available to working women in Illinois.

### **We're keeping the theme a secret.**

The 1994 conference is more than a year away, but we're already hard at work. We've identified the theme; we just don't want to spoil the surprise by telling you what it is quite yet. We can

tell you, however, that we're lining up another roster of nationally-known speakers and top-name corporate sponsors. Be watching for further details next year.

### **Advance enrollment for University of Illinois.**

We'll be offering the same speakers and schedule back-to-back on consecutive days. But be forewarned . . . spaces fill quickly. Reserve the dates now and watch for a special advance UI enrollment notice in June of 1993.





**T**he ability to be a good manager is not a natural talent; it is an acquired skill. And, considering the tough economic times in which we live, an increasingly important one.

The managers who successfully face up to the challenges of today's workplace and work force will be those—and only those—who can readily adapt to changing employee needs and economic realities. We have assembled our 1992-93 course offerings and faculty with that in mind.

Recognizing that quality is the hallmark of every successful organization, we have chosen to build our course schedule around the subject of excellence. On the following pages, you will find a variety of seminars, workshops, and programs designed to help you achieve your own personal level of excellence and to encourage its achievement in others.

Whether you are already enrolled in our Professional Supervisor Certificate Program or just thinking about getting involved, we encourage you to expand your horizons, acquire new knowledge, and polish your supervisory abilities by enrolling in one or more of the courses described in this section. Each is taught by a seasoned professional—an expert in his or her field—and each focuses on specific skills or timely topics that will help you be a better manager today . . . and tomorrow.

These programs can be taken on their own or, in many cases, used to fulfill the requirements for the Professional Supervisor Certificate Program (see page 26 for details).

In either case, as with all of our seminars, available spaces are limited and tend to fill up quickly. We suggest that you select those courses that interest you and call us now at 333-8342 to register by phone. You may, of course, register at any time from this catalog or from any of our newsletter announcements later in the year if space is still available.

## Core Seminars

### **PSCP The Professional Supervisor (Supervision 100)\* FINAL OFFERING!**

What is a supervisor? The answer can be found in this core course, which provides an overview of supervision and management. The topics covered in this introduction to supervision include the role and responsibilities of supervisors, characteristics of successful supervisors, and how to avoid common supervisory mistakes.

Whether you are new to supervision or an experienced manager, you are sure to come away from this half-day program equipped with the tools necessary to develop and perfect your own unique supervisory style.

Please call immediately for more information.

### **PSCP Planning and Organizing for Supervisors (Supervision 101)\* FINAL OFFERING!**

There's a lot more to supervision than a title. Supervisors must be able to

plan and organize the tasks at hand in order to be certain that departmental goals are accomplished in a timely and cost-effective manner. In this half-day course, discussion and activities focus on the value of planning and organizing, as well as on writing clear and measurable objectives, determining resources, analyzing tasks, and establishing work flow.

Please call immediately for more information.

### **PSCP Directing and Controlling for Supervisors (Supervision 102)\* FINAL OFFERING!**

When it comes to effectively supervising employees, the ability to combine direction with control makes a good boss even better. This half-day course takes a close-up look at this direction/control combination by focusing on the importance of developing a personal leadership style. Participants will learn the skills needed for removing barriers to communication, determining motivation strategy, and developing performance standards and monitoring procedures.

Please call immediately for more information.

### **PSCP FastTrack Supervision: The Professional Supervisor**

Anxious to obtain your Professional Supervisor Certificate? Or simply want to take a comprehensive introductory seminar? Here's an offer you can't afford to refuse. Our FastTrack Supervision program lets you take Supervision 100, 101, and 102 in a single day and save money at the same time! Spend just one full day at Allerton Park and Conference Center and you'll come away with all the basic information you need to be a better supervisor . . . plus, you'll have completed three of the four core courses required for the Professional Supervisor Certificate Program. Note: Program fee covers all course materials, plus breaks and lunch. Call us at 333-8342 if you'd like the names of other participants so you can form a carpool.

#2092; November 23, 1992; 8:30-4:30; Allerton Park Conference Center; \$125; 0 SDU; Ron Canham

#4393; March 5, 1993; 8:30-4:30; Allerton Park Conference Center; \$125; 0 SDU; Ron Canham



## **PSCP** How to Avoid the Most Common Mistakes of Supervisors (Supervision 200)\*

One of the easiest, most effective ways to get results from your employees is to avoid the mistakes other supervisors make. In this half-day workshop, you'll rate your own behavior against the 22 most common mistakes made by supervisors and explore ways to develop a management style that is easy as A-B-C—analytical, bold, and caring.. You'll learn what constitutes a "problem boss" and, better still, how to avoid becoming one. If you're concerned about employee motivation—and what supervisor isn't?—you can't afford to miss this program.

\*Required for completion of the PSCP for those enrolled after September 1992 *or* instead of "Learning to Think Like a Manager" (Supervision 103).

#1692; November 10, 1992; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 0 SDU; Staff

#5493; April 21, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 0 SDU; Staff

## Electives

Electives are open to everyone regardless of whether they are participating in the Professional Supervisor Certificate Program. Those who wish to complete certificate requirements may choose from the electives that follow in this section. There are additional electives described elsewhere in this catalog. *Please note, however, that while all seminars earn Staff Development Units (SDU), not all earn Professional Supervisor Certificate credit.* Only those courses displaying the **PSCP** symbol may be used to fulfill certificate requirements.

To make it easier for you to select the electives that best match your career interests and needs, we have grouped these courses by subject. Now, you can go directly to the subject areas you find most appealing. We encourage you, however, to take a look at every subject heading and read through all the course descriptions. A wealth of

valuable information awaits you in every class offered through Staff Development. Don't miss out!

## Managing Human Resource Issues

Nothing can be more disruptive to the smooth operation of a department than disciplinary and legal hassles, many of which could have been avoided altogether had the supervisor received adequate training and knowledge. Understanding why people behave as they do is important, but understanding how to manage such behavior is the real key to supervisory success. Thus, the following seminars on human resource issues have a two-fold purpose: (1) they are designed to help managers learn more about the behavior of people as individuals, in groups, and within organizations so they can make sound decisions that will achieve organizational objectives; and (2) they help keep supervisors out of trouble.

## Rules and Regulations

### **PSCP** Policy and Rules: What Every Supervisor Needs to Know \*

*Policy and Rules* is the book of rules to which every University of Illinois Civil Service employee—and supervisor—must adhere. To be effective on the job, supervisors and managers must know the rules and how to interpret them, when to handle a situation internally, and when to refer it to a higher authority or neutral party. Policies on attendance, conduct and discipline, use of vacation and sick leave, breaks, and informal and formal grievance procedures are among the topics covered. Plenty of time is allotted for questions and answers.

\*Attendance limited to University of Illinois only.

#2893; January 12, 1993; 10:00-12:00; 3rd Floor Levis Faculty Center; \$22; 1.5 SDU; Ron Bacevich

## **PSCP** Handling Employee Discipline\*

One of the most difficult aspects of supervision is dealing with employee relations issues, especially those arising through either the discipline process or the grievance process. In this seminar, the Personnel Services Office employee relations staff will provide an in-depth program and discussion on the discipline and grievance procedures at UIUC. Specific topics will include: (1) preparing for disciplinary action, with an emphasis on the role of proper documentation; (2) taking disciplinary action, with an emphasis on the definition of "just cause"; and (3) the discipline and grievance processes at UIUC. Relevant portions of *Policy and Rules-Nonacademic*, the State Universities Civil Service System, and various collective bargaining agreements will be discussed, as will the role of the Personnel Services Office in the grievance and discipline procedures.

\*University of Illinois only.

#3593; February 9, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$22; 3.0 SDU; Ron Bacevich, Lonnie Clark, Paul Hursey, Leslie Nay

## Legal Issues

### **PSCP** Understanding the Americans With Disabilities Act: Workplace Issues\*

On January 6, 1992, the Americans with Disabilities Act (ADA) was implemented and now applies to the University of Illinois. The ADA is a comprehensive federal law that prohibits employers from discriminating against a qualified individual with a disability in all aspects of employment. It also requires employers to make "reasonable accommodations" for disabled employees. The Personnel Services Office has designed a special training session that will focus specifically on how the ADA applies to employment practices on the Urbana campus. The program will address several topics including: legal aspects of the ADA; writing job descriptions that comply with the law; the role of



Personnel Services Office and campus units in the hiring process; and working with current employees who have disabilities. The presentation will use a multi-media approach and will include several "hands-on" exercises.

\*Attendance limited to University of Illinois only.

#0192; September 24, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0292; September 29, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0292A; October 1, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0692; October 7, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

### **PSCP Take Action: Sexual Harassment Issues and Prevention\***

Recent developments in Washington have focused greater attention on the term "sexual harassment." But what does it mean . . . really? This seminar defines the concept and presents an overview of the UI's anti-discrimination policy concerning sexual harassment as well as procedures for handling complaints. Participants will view a videotape depicting examples of sexual harassment in the workplace, then have the opportunity to discuss strategies for responding to the situations portrayed. Also discussed in this two-hour seminar are the effects of sexual harassment on the victim, legal remedies for dealing with harassment, and management strategies designed to prevent harassment from occurring in the first place.

\*Attendance limited to University of Illinois only.

#0992; October 14, 1992; 10:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2492; December 8, 1992; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

#5093; April 6, 1993; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

**PSCP** = Seminar eligible for supervisory certificate credit

### **PSCP Investing in Diversity\***

*From the National Coalition Building Institute*

At the heart of a pluralistic society is the notion that diversity is positive and healthy. The fabric of our society is neither monochromatic nor smooth; it is multicolored and rich in texture. Cooperation, mutual insight, and heightened awareness of different points of view are the hallmarks of diversity, and that which makes the whole greater than the sum of its parts.

This powerful four-hour seminar focuses on an interactive model of coalition building, conflict resolution, and prejudice reduction. Participants will learn about their own and others' diverse cultures, become more aware of prejudicial behaviors, develop skills in identifying the causes of intergroup tension, and explore effective strategies for investing in diversity in the workplace.

\*Attendance limited to University of Illinois only.

#1292; October 28, 1992; 8:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2292; December 1, 1992; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#3893; February 17, 1993; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#4793; March 24, 1993; 8:00-12:00; Music Room Levis Faculty Center; \$0; .5 SDU

### **PSCP Managing Within the Law**

It's a sad fact, but a true one. These days, what starts out as a seemingly innocent situation with a disgruntled employee all too often escalates into a full-scale court battle. With more and more employers being sued by their employees, it is imperative that supervisors and managers learn about legal issues in the workplace. This program is designed to provide an overview of the potential legal pitfalls today's supervisor may face. Among the topics to be covered are privacy issues, including disclosure of information and the employer's "right to know," and legal obligations as they

relate to promises that are made but cannot be carried out.

#3793; February 17, 1993; 1:30-4:30; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Rita Boettcher

### **Encouraging Others**

In many ways, a supervisor is like the captain of a ship. You chart a steady course for your department, then rely on the crew—the people who report to you—to carry out your orders. If your ship is to reach its destination without running aground, you must provide the appropriate leadership, direction, and encouragement along the way. The following courses can help you do just that. We've grouped them together under the heading *Encouraging Others* because we believe that, like the captain at the helm of his ship, you must take primary responsibility for ensuring that your crew is well-trained and ready to face whatever rough seas may lie ahead.

### **PSCP Shifting Gears: Pathway to an Alternate Career**

*Special Staff Development Feature: See page 14.*

In the workplace of today, you can't afford to become complacent. "Forever" no longer exists; lifetime employment is a thing of the past. Departmental downsizing and organizational restructuring are transforming what once seemed secure jobs into temporary positions. If you're feeling the stress and believe you can't be anything other than what you are right now, this workshop is tailor-made for you. By participating in a series of interactive exercises, you'll explore the vast array of career possibilities available to you should circumstances change.

You'll hear from a panel of participants who could readily move from their current jobs (or already have) into positions that make use of each individual's unique blend of skills,

hobbies, and work experience. If you are facing a career change or a move within the University but are concerned about actually making the move, this program will give you the confidence you need. You may never have to use the tools you acquire at this course, but you'll feel better knowing that they are available to you.

Note: Each participant will receive a complimentary copy of the best-selling book, *When Smart People Fail*, by Carole Hyatt and Linda Gottlieb. The book, *Shifting Gears*, by Carole Hyatt will be available for purchase at your option.

#2392; December 4, 1992; 8:30-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Carole Hyatt

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### **PSCP How to Develop Better Support Staff**

Support staff are all too often the unsung heroes of office management. While the boss gets the glory, they are left to battle it out in the "trenches," handling all the nitty-gritty details that keep a department running smoothly on a day-to-day basis. This session gives you the chance to see the work environment from your employees' perspective. Learn how to build a better support staff by taking stock of your management style and adapting your behaviors to meet the needs of the people who report to you.

#2793; January 12, 1993; 1:30-4:00; 3rd Floor Levis Faculty Center; \$49; 2.5 SDU; Dean Tucker

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### **PSCP Bringing Out the Best in People**

*Special Staff Development Feature: See page 15.*

We all know them—the bosses, coaches, teachers, and parents who just seem to have a special knack for inspiring others. What do they have that we don't? The answer is nothing. Virtually everyone is called upon to inspire people at one time or another. And almost anyone is capable of doing so simply by mastering a few key principles. In this informative seminar, you'll be introduced to the techniques

that can help you bring out the best in others. Whether you're a supervisor who wants to motivate employees to greater productivity or a parent who wants to encourage a child to strive for better grades, this program has something for you.

#4093; February 18, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Alan Loy McGinnis

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### **PSCP Coaching and Counseling Skills for Managers**

Employees can be aggravating sometimes. They drag their feet, make careless mistakes, bicker and complain, let personal problems interfere with their work. What's a manager to do? Attend this seminar for starters. In just one session, you'll learn proven coaching and counseling techniques designed to help you solve even the most frustrating employee performance problems. You'll discover ways to inspire your staff to do their best and to keep everyone in your department excited about their jobs. And when all is said and done, you're sure to achieve higher productivity and a happier staff.

#4693; March 19, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; John Schlacter

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### **PSCP The Seven Secrets of Influence**

As technology evolves and projects increasingly cut across departmental lines, you may find yourself having to gather support from many different people in order to make things happen. To do so, you'll need influence skills. You can find them in *The Seven Secrets of Influence*, a seminar designed to help you plan and implement a personal influence strategy that persuades others openly and honestly, without tricks or manipulation. Using worksheets, checklists, and self-assessment exercises, you will become aware of your own influence style and the style used by clients, colleagues,

and subordinates. You'll learn how to motivate others, gain support for your ideas, and eliminate the conflicts that threaten to undermine morale and productivity.

#5793; May 7, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Elaina Zuker

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## **Managing Performance**

For better or worse, your management style has a direct impact on the people who report to you. Employee performance may be positively—or negatively—influenced by how you relate to the people around you, both on an individual basis and as part of a work team.

This series of seminars is designed to help you get a handle on performance management. Each is aimed at teaching you "people skills" that can be translated into greater employee productivity and higher morale . . . even when deadlines are looming, the pressure is on, and the attitude of one employee threatens to undermine the performance of your entire department.

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### **PSCP Conducting Employee Performance Evaluations**

Like it or not, evaluating employee performance is a task every manager or supervisor must face. Determining who gets the promotion, who needs more training, who merits closer supervision, who isn't making the grade—all are tough decisions that require conscious deliberation and careful judgment. In this session, you'll master the art of effective performance evaluation—how to identify problems, keep appropriate records, provide incentives for improvement, and, perhaps most important, turn the entire process into a positive experience for both sides.

#1592; November 6, 1992; 1:30-4:30; Music Room Levis Faculty Center; \$59; 3.0 SDU; Rita Boettcher



## **PSCP Getting Things Done When You Are Not in Charge**

*Special Staff Development Feature: See page 14.*

As a supervisor or manager, your job supports the decisions and goals of other people and the organization at large. You are not totally in charge, yet you are not as powerless as you may feel. You can get things done . . . *if* you know how to empower yourself and others, build solid working relationships, set priorities, develop positive political skills on the job, and take risks wisely. And that's exactly what you'll learn to do in this seminar. Through the use of examples, exercises, simulations, and group discussion, you'll learn to separate yourself from the crowd, be recognized and noticed by superiors, earn the respect and admiration of others, and prepare for where you want to be not where you are. If you've ever felt frustrated in your day-to-day efforts to make a difference, this seminar is for you!

#1992; February 5, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; R. J. Lancaster

## **PSCP The Attitude Virus**

It takes just one employee with a bad attitude to infect the whole work team as well as the public you deal with on a day-to-day basis. Learn how to turn the situation around by changing your own attitude first, then focusing on the attitudes of your employees. True-to-life vignettes demonstrate five powerful steps for curing the attitude virus and "immunizing" against its return. You'll leave this session armed with powerful communication skills that will help you turn negative attitudes into positive results.

#3993; February 11, 1993; 10:30-12:00; Room 226, 505 East Green; \$19; 1.5 SDU; Marty Marino

*Second to None conference speakers return! See page 4.*



## **PSCP Giving Constructive Feedback**

Providing performance feedback is an important part of every supervisor's job. Employees need to know how they are doing in relation to departmental objectives and to their own career aspirations. Unfortunately, the feedback furnished by many supervisors is neither constructive nor conducive to achieving intended results. This seminar is designed to help you avoid the pitfalls of poor performance feedback. By contrasting effective and ineffective modes of feedback, you'll learn to appreciate the true objectives of performance feedback and how your comments to employees can be constructed to meet those objectives.

#4193; February 25, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Joe Martocchio

## **PSCP The Art of Getting More Done Through Delegation**

Delegation is one of the most powerful tools available in the workplace. Yet too many managers and supervisors don't know how to use it effectively. This seminar will answer all your questions about delegating—Should I delegate? What should I delegate?

What happens after I delegate?—and provide you with a framework for incorporating the art of delegation into your management style. You'll begin to understand why you haven't delegated in the past, grasp techniques that will allow you to delegate successfully in the present, and learn how to maintain control over delegating in the future. Before too long, you'll see the results in a real team effort in which more gets done in less time.

#4593; March 18, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Tom Schenck

## **PSCP Why Employees Don't Do What They're Supposed to Do**

Wouldn't your job be easier if more of your employees did their work right the *first* time around? If you answered yes, this seminar is for you! You'll learn the 10 most common reasons employees fail to perform and what to do about them. Plus, you'll be introduced to an intervention management system called Work Planning that will help your employees anticipate—and eliminate—all the opportunities they find to fail.

#4993; April 2, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; John Schlacter

## Facing Challenges

Tough times and even tougher challenges call on managers to use every ounce of imagination, flexibility, and creativity they possess. Whether your current dilemma is a mounting pile of paperwork that threatens to overwhelm you or a delicate balancing act between the demands of job and home, we have a seminar to help you not only face up to the challenge but resolve it with renewed commitment and vigor.

### **PSCP Tough Times Are Here to Stay: Maintaining Quality With Fewer Resources**

Tough times may be here to stay, but thanks to this refreshing approach to the subject, you're sure to weather them with greater confidence. Using a combination of direct involvement techniques, real-work situations, small group discussions, and round-robin responses, seminar presenter Ron Canham shares ideas on how to remain motivated during these times of budget cuts, hiring freezes, layoffs, and the like. You'll learn the value of taking positive action rather than dwelling on negative thoughts and come away with skills for building greater staff camaraderie and commitment.

#0792; October 12, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Ron Canham

**PSCP** = Seminar eligible for supervisory certificate credit

### **PSCP The Working Parent: How to be More Effective at the Office by Balancing Work and Family Responsibilities Better**

*Special Staff Development Feature: See page 13.*

It's a sure bet that if you're worried about what's happening at home, you can't be effective on the job . . . and vice versa. No one ever said that balancing work and family responsibilities would be easy, but by planning ahead and following a few simple techniques, it can be more hassle-free. This seminar will show you how. You'll take home tips for choosing the appropriate child-care provider, scheduling doctor's visits and other child-related appointments so that they don't interfere with work, coping with a family crisis when your job *must* come first, creating opportunities for quality time with your children, and budgeting time for yourself. The practical skills you learn in just a few hours away from your desk will leave you feeling less like a juggler and more like the competent professional you know you can be.

#1392; November 3, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$49; 4.0 SDU; Lorinda Lewis

### **PSCP Coping With Change and Uncertainty**

*Special Staff Development Feature: See page 14.*

Change is never easy. Yet experience has shown that the most successful people are those willing to accept change—take risks, seize opportunities, enter uncharted waters. This program is designed to help you become one of those people by using strategies that will empower you to face up to uncertainty with confidence and skill. You'll learn the importance of becoming a lifetime learner and "big picture" thinker; how to tap into your personal power for more creative problem solving; and why you must start thinking like a visionary and

entrepreneur. In these uncertain times, one thing is certain: those who can cope with change will come out ahead. If you care about your future, don't miss this program.

#1792; November 17, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lee Milteer

### **PSCP Learning to Think Like a Manager (Supervision 103)**

The transition from worker to supervisor is a tough one. When you change your title, you must also change your attitude. Suddenly, you're in charge; you coordinate rather than carry out projects and the people who were your peers yesterday are your subordinates today. In this course, supervisors begin to get a grip on their new role by learning to see the workplace from a different perspective and by taking charge of their own professional growth.

#1892; November 19, 1992; 1:30-3:00; Room 226, 505 East Green; \$25; 1.5 SDU\*; Jeff Brownfield

#5193; April 8, 1993; 1:30-3:00; Room 226, 505 East Green; \$25; 1.5 SDU\*; Jeff Brownfield

\*For individuals enrolled in the PSCP between 1989-June 1992, and using this seminar to fulfill core requirements, this seminar carries 0 SDU. As an elective, it carries 1.5 SDU.





## Resolving Conflict

Nobody really likes dealing with conflict. But as a manager, with responsibility for several employees, you're bound to encounter it sooner or later. To help you weather the course, we've included two seminars on conflict resolution in this year's course catalog. Both are designed to help you become a better people person by teaching you conflict management and mediation skills. You may not learn to like conflict any better, but at least you'll feel more confident about handling it.

### **PSCP The Manager as Mediator**

*Special Staff Development Feature: See page 13.*

Research has shown that 65 percent of job performance problems result from ineffective relationships—not from ineffective employees, and that 99 percent of these problems are handled by front-line managers—not professional human resources staff. Thus there's a better-than-average chance that, as a supervisor, you'll be called upon one day to resolve a dispute and build greater cooperation between your employees. Will you know how? Probably not . . . unless you arm yourself with the appropriate tools. Dr. Daniel Dana, originator of the "managerial mediation" technique, will help you do just that. He'll teach you how to determine which problems can best be solved by mediation and how to go about doing so. You'll be glad you attended this workshop the next time you're faced with a job performance problem *you* have to handle.

#1492; November 4, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$89; 4.0 SDU, Daniel Dana

### **PSCP Skills of the Diplomat: Developing Conflict Management Skills**

Conflict is a fact of life in the workplace, and to be effective as a manager, you must know how to resolve it. This

exciting new approach to the ancient art of conflict management focuses on three elements: dealing with the upset employee, curing communication breakdowns, and working with differences. As a seminar participant, you will explore the meaning of "complementary schizogenesis," a term for the conflict that occurs when two sides working together create a division. You will learn to avoid the unconscious signals that make a problem worse and respond instead with conscious signals designed to de-escalate disputes, convey authority, and win cooperation. Other seminar topics include coping with different styles of speaking and making use of verbal techniques that gain cooperation.

#2993; January 13, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Andra Medea

## Communicating

Communication is the glue that holds the workplace together. Without it, the managerial functions of planning, organizing, leading, and controlling simply cannot be performed. In today's fast-paced business environment, the person with the greatest chance for success is the one who possesses the ability to make a point simply and effectively while, at the same time, clearly understanding what is being said by others. The following seminars are designed to improve your ability to communicate in the workplace . . . and beyond.

### **PSCP Making Meetings Work: How to Plan, Organize, and Conduct Productive Meetings**

Research shows that the average American will sit through 9,000 hours of meetings—more than 365 days—in a lifetime. Yet the mere thought of attending another meeting makes most people cringe. Why? Because meetings are too often mismanaged—they get off track, take too much time,

lack effective leadership. But now, thanks to this much-needed seminar, you can make your meetings more productive. Through discussions, demonstrations, and role playing, you'll learn how to prepare for your next meeting—develop an agenda, encourage participation, handle counterproductive behaviors. If you've ever attended a meeting you felt was a waste of your time—and who hasn't?—this program is for you.

#2592; December 9, 1992; 9:00-12:00; 3rd Floor Levis Faculty Center; \$49; 3.0; Jim Trail

### **PSCP It's What You Don't Say**

There's a lot of truth to the adage "actions speak louder than words." What you don't say may in fact be as important as what you do. This seminar will help you better understand the role nonverbal communication plays in most interpersonal situations. You will be introduced to tools that can help you gain greater control over your own nonverbal communication and learn skills that may alter how you perceive others and how they, in turn, perceive you.

#3393; January 27, 1993; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Tom Schenck

### **PSCP Power Communication Skills**

Do you make a positive impression on people? Do you face tough situations with composure and confidence? Are you gaining visibility and getting rewarded in your job? If you answered no to any of these questions, you need this seminar. "Power Communication Skills" is designed to help you communicate more confidently and persuasively. You'll learn subtle methods for influencing people, acquire skills for dealing with conflict, discover new ways to come across more powerfully in meetings, and explore tactics for handling difficult people and situations. Spend some time looking at how you interact with people and you're



bound to discover the simple yet profound changes that can make a huge difference in your communication style and career.

#4893; March 30, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Susan Baile

### **PSCP Getting Along With Difficult People at Work**

They can be found in every workplace—the know-it-alls, the complainers, the manipulators. You recognize them all . . . because they are the difficult people you work with, live with, and depend on. They can consume your time and drain your energy. But they don't have to leave you feeling angry and helpless. By mastering the surefire techniques taught in this seminar you'll be able to handle all kinds of difficult people—quickly, confidently, successfully. Through a combination of small-group discussions, exercises, and role playing, you'll discover how different kinds of difficult people think, what they fear, what they want, and most important, what *you* can do about it.

#5893; May 14, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Jim Mancuso

### **PSCP Business and Report Writing**

Many people who don't think of themselves as writers would be surprised to learn how much they already know about good writing. In this seminar, you'll be introduced to the two simple rules that can help you turn even the murkiest writing into clear, readable prose—on any subject, in any document. You'll discover principles for writing sentences that seem to flow smoothly from one to another, and you'll learn how to structure documents so that readers know what to expect and can remember what they've read.

#5993; May 18, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Mike Boudreau

## **Understanding Yourself and Others**

Because approximately 90 percent of the problems that confront supervisors every day involve people, good people skills are absolutely essential to effective management. Understanding why people behave as they do is important, but understanding how to manage that behavior is the real key to supervisory success. The following seminars are presented to help you get a handle on people problems by understanding yourself first, then taking a look at those around you.

### **PSCP What's Your Style? Assessing Your Personal Profile at Work**

Studies have shown that a supervisor's on-the-job effectiveness is directly linked to his or her personal work style. Using the Personal Profile system, an assessment tool developed by the behavior scientists at Performax, you'll identify personal behavioral patterns that impact the way you relate to others. The end result will be an individualized plan of action that builds on your strengths and minimizes your weaknesses. And once you understand your work style, just watch your own effectiveness soar! We highly recommend this seminar for all supervisors.

#3193; January 19, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Kay McGuire

### **PSCP What Makes People Tick**

The work world has undergone enormous changes in recent years. Your ability to effectively manage and lead during these troubled times depends a great deal on your skill at understanding why employees think and behave as they do. To build and manage a highly motivated work force these days, you need more than strong management tools. You need to know "what makes people tick." In this

informative seminar, you'll learn what employees truly look for from their work and how you can increase their motivation by providing it. From the perspective of more than 15 years in business, government, and education, seminar presenter Ron Canham will captivate and entertain you as he shares insights into how, by managing with common sense, you can become a true "people person."

#5393; April 16, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Ron Canham

## **Supervising Service and Quality**

Time and again, experience has shown that the most successful and respected organizations are those that consider quality and service their top priorities. Excellence in any endeavor is largely a matter of pride, attention to detail, and commitment to deliver the best possible product or service. We agree, and that is why we have included in this year's course catalog three seminars devoted to this subject.

### **PSCP Excellence: It All Begins With You**

See "Toward Excellence": page 10.

Whoever coined the phrase "if it's to be, it's up to me" knew more than a little bit about excellence. Excellence comes to those who strive for the best results from themselves and others. Seminar presenter Lee Shelton knows it and now, so can you. In this fast-paced, entertaining program, you'll learn what it takes to be a winner in both your personal and professional life. With humor and sensitivity, Shelton will force you to think about the meaning of excellence by asking yourself such questions as: Am I a "professional"? Do I create change or merely handle it? How do I deal with mistakes? Are my goals clear and defined? You may go into this seminar



with doubts about achieving excellence, but you'll come away knowing it truly is attainable. Why? Because excellence starts with you.

#1192; October 28, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lee Shelton

### **PSCP Exceptional Service**

See "Toward Excellence": page 10.

It's no secret why some organizations earn your trust. They make you feel as though you're important . . . by treating you with respect and *exceeding* your expectations. Simply put, they provide exceptional service, which is why you like doing business with them and why you keep coming back. Now you can learn to do the same in an academic as well as business environment. Lisa Ford, one of our most popular presenters from previous years, returns to the UI campus to share the secrets of building successful, long-term relationships with the public you serve. You'll learn how to listen more effectively, respond to complaints, keep a positive attitude all day, and project a better image for yourself and your department. In no time at all, you'll find yourself treating the people you serve the way you like to be treated . . . with patience, courtesy, and care.

#3693; February 10, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lisa Ford

### **PSCP Total Quality Management: The Basics**

See "Toward Excellence": page 11.

TQM—Total Quality Management—has become the business buzzword of the '90s. And no wonder. Studies have demonstrated the high cost of poor quality—in the service industry alone, as much as 40 percent of operating costs! As Americans become more quality conscious, conventional management thinking no longer applies. For any organization to be successful these days, it must be committed to total quality management. What does that mean? You'll

find the answer at this information-packed seminar, where you'll hear the principles behind TQM and learn about actual case histories that demonstrate how it has worked in other organizations. Then, in small team exercises, you'll have the chance to practice applying TQM principles to your own situation. It's a quick, convenient way to gain a working knowledge of TQM . . . and more than likely change the way you think about your job.

#4293; March 2, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Verne Harnish

### **Improving Yourself**

Practical skills constitute only one element of managerial success. The ability to cope on a personal level is equally important. With that in mind, we have included a series of self-improvement seminars aimed at helping you be the best you can be both on and off the job.

### **PSCP Productivity Plus: How to Conquer Time and Paper**

*Special Staff Development Feature: See page 14.*

Ever feel as if you're rapidly becoming buried under a pile of paper? If you answered yes, this seminar is perfect for you. Learn proven techniques that can help you streamline your life, be more productive at work, and have more time for yourself at home. Organization and time management expert Stephanie Culp will teach you how to overcome the tendency to procrastinate, organize your desk for maximum efficiency, set up a good filing system, decide which papers to purge, handle the mail as soon as it arrives, and much more. Don't waste another minute pushing paper. Attend this seminar and conquer the paper pile-up that threatens to overwhelm you once and for all.

#2192; December 1, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Stephanie Culp

### **PSCP Shortcuts to a Better Memory**

Has this ever happened to you? You meet someone at a professional conference or social gathering and two minutes later, when you turn to introduce your new acquaintance to a colleague, you've forgotten his or her name. Wouldn't you like to be able to put names with faces and recall significant information about the people you meet? Now you can. This short course in memory improvement can help you avoid the embarrassment of forgetting a name. Using a variety of proven techniques, you'll learn how to remember names and faces, points from reports or articles, materials for speeches . . . in short, all the important information you can't afford to forget.

#5293; April 15, 1993; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Alan Butkowsky

### **PSCP Stress Management: Rx for Burnout**

Are you dying to do a good job? Are you sick and tired of being sick and tired? Is it getting harder and harder to come to work? Dr. Joseph Mancusi has just the prescription to cure your stress, tackle the underlying causes of your burnout, and get you back on the job. A medical psychologist for more than 20 years, Dr. Mancusi has developed hospital-based treatment programs for patients with heart disease, high blood pressure, anxiety, and other signs of stress. Now, he can help you. In this informative seminar he'll cover such subjects as: the main causes of job burnout; how to tell when you have too much stress; the relationship between exercise, diet, stress, and health; and using biofeedback and self-hypnosis to reduce stress. You'll receive proven prescriptions for reducing stress *and* have a chance to practice them. If you think stress is making you sick and tired and losing interest in your work, this is one program you can't afford to miss.

#5693; May 4, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Joe Mancusi

## Staffing

It has often been said that people are an organization's most valuable resource. Finding the right ones for your staff can mean the difference between high productivity and mediocre performance. To help you do a better job of hiring, we've included a special workshop devoted entirely to interviewing skills.

### **PSCP** Hire the Best and Avoid the Rest: Interviewing Job Applicants

*Special Staff Development Feature: See page 15.*

What's the fastest, simplest, and least expensive way to have a staff made up of productive and reliable employees? Hire the right people. It's easy if you know how to interview job applicants.

**PSCP** = Seminar eligible for supervisory certificate credit

In this hands-on, results-oriented workshop, you'll practice step-by-step procedures for planning and conducting great interviews. By the end of the workshop, you'll know: the six essentials of all effective interviewing; two major types of interview questions you should ask, plus the questions you must not ask; four absolutely essential ingredients for all interviews; and an amazingly simple method for taking notes. Checking references and obtaining useful information will also be covered in depth. What's more, you'll leave this workshop armed with a personal "action plan" you can use right away to hire the best . . . and avoid the rest.

#3093; January 14, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Michael Mercer





**T**he field of personnel management is one that is critical to the functioning of any organization. From administrators to front-line supervisors, the technical aspects of managing people at work can cause confusion in the struggle just to get the daily work done. The following seminars are those that we feel are key in the human resource field.

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## **PSCP Understanding the Americans With Disabilities Act: Workplace Issues\***

On January 6, 1992, the Americans with Disabilities Act (ADA) was implemented and now applies to the University of Illinois. The ADA is a comprehensive federal law that prohibits employers from discriminating against a qualified individual with a disability in all aspects of employment. It also requires employers to make "reasonable accommodations" for disabled employees. The Personnel Services Office has designed a special training session that will focus specifically on how the ADA applies to employment practices on the Urbana campus. The program will address several topics including: legal aspects of the ADA; writing job descriptions that comply with the law; the role of Personnel Services Office and campus units in the hiring process; and working with current employees who have disabilities. The presentation will use a multi-media approach and will include several "hands-on" exercises.

*\*University of Illinois only.*

#0192; September 24, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0292; September 29, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0292A; October 1, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#0692; October 7, 1992; 8:30-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

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## **PSCP Handling Employee Discipline**

One of the most difficult aspects of supervision is dealing with employee relations issues, especially those arising through either the discipline process or the grievance process. In this seminar, the Personnel Services Office employee relations staff will provide an in-depth program and discussion on the discipline and grievance procedures at UIUC. Specific topics will include: (1) preparing for disciplinary action, with an emphasis on the role of proper documentation; (2) taking disciplinary action, with an emphasis on the definition of "just cause"; and (3) the discipline and grievance processes at UIUC. Relevant portions of *Policy and Rules-Nonacademic*, the State Universities Civil Service System, and various collective bargaining agreements will be discussed, as will the role of the Personnel Services Office in the grievance and discipline procedures.

*\*University of Illinois only.*

#3593; February 9, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$22; 3.0 SDU; Ron Bacevich, Lonnie Clark, Paul Hursey, Leslie Nay

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## **PSCP Hire the Best and Avoid the Rest: Interviewing Job Applicants**

What's the fastest, simplest, and least expensive way to have a staff made up of productive and reliable employees? Hire the right people. It's easy if you know how to interview job applicants. In this hands-on, results-oriented workshop, you'll practice step-by-step procedures for planning and conducting great interviews. By the end of the workshop, you'll know: the six essentials of all effective interviewing; two major types of interview questions you should ask, plus the questions you must not ask; four absolutely essential ingredients for all interviews; and an amazingly simple method for taking

notes. Checking references and obtaining useful information will also be covered in depth. What's more, you'll leave this workshop armed with a personal "action plan" you can use right away to hire the best . . . and avoid the rest.

#3093; January 14, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Michael Mercer

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## **PSCP Managing Within the Law**

It's a sad fact, but a true one. These days, what starts out as a seemingly innocent situation with a disgruntled employee all too often escalates into a full-scale court battle. With more and more employers being sued by their employees, it is imperative that supervisors and managers learn about legal issues in the workplace. This program is designed to provide an overview of the potential legal pitfalls today's supervisor may face. Among the topics to be covered are privacy issues, including disclosure of information and the employer's "right to know," and legal obligations as they relate to promises that are made but cannot be carried out.

#3793; February 17, 1993; 1:30-4:30; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Rita Boettcher

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## **PSCP Policy and Rules: What Every Supervisor Needs to Know\***

*Policy and Rules* is the book of rules to which every University of Illinois Civil Service employee—and supervisor—must adhere. To be effective on the job, supervisors and managers must know the rules and how to interpret them, when to handle a situation internally, and when to refer it to a higher authority or neutral party. Policies on attendance, conduct and discipline, use of vacation and sick leave, breaks, and informal and formal grievance procedures are among the

topics covered. Plenty of time is allotted for questions and answers.

*\*Attendance limited to University of Illinois only.*

#2893; January 12, 1993; 10:00-12:00; 3rd Floor Levis Faculty Center; \$22; 1.5 SDU; Ron Bacevich

### **PSCP Conducting Employee Performance Evaluations**

Like it or not, evaluating employee performance is a task every manager or supervisor must face. Determining who gets the promotion, who needs more training, who merits closer supervision, who isn't making the grade—all are tough decisions that require conscious deliberation and

careful judgment. In this session, you'll master the art of effective performance evaluation—how to identify problems, keep appropriate records, provide incentives for improvement, and, perhaps most important, turn the entire process into a positive experience for both sides.

#1592; November 6, 1992; 1:30-4:30; Music Room Levis Faculty Center; \$59; 3.0 SDU; Rita Boettcher

## **Additional Training from Personnel Services Office**

### **CHOICES**

**D**o you have higher career ambitions? Are you ready to think beyond civil service exams and job titles? Could you use some help setting career goals? Then Choices is for you.

Inaugurated in 1988 by Personnel Services Office-Employment Services, Choices is designed to help UI employees learn more about career planning and development through discussions and activities emphasizing self-assessment and the need to examine career options in relation to individual abilities and preferences. You won't come away from Choices with a ready-made career plan; you will, however, receive the basic tools and resources you need to get started on the right track—tips on resumé writing and interviewing, the latest information on

projected job vacancies around the University, a bibliography of career planning reference materials, and more. Previous sessions have focused on earning a bachelor's degree while still working, women in non-traditional roles, and the Parkland Career Resources Program.

Separate sessions are offered for persons interested in clerical employment and for those seeking technical/professional job opportunities. Enrollment is open to all; however, class size is limited.

Choices programs are free, and because they are held during the noon hour, you don't have to take time away from your job to attend or explain to anyone that you are using your lunch hour to explore employment opportunities. Watch *Inside Illinois* for details about upcoming offerings in the Choices series, or call 333-2137.



*Conquer clutter!  
See page 14.*



## Human Relations Seminars

**A**ffirmative action affects everyone in the workplace. To help managers, administrators, and supervisors better manage the complexities of this important issue, Staff Development is pleased to offer the following programs. Presented under the direction of the Affirmative Action Office at the University of Illinois, each seminar is designed to ensure that employees on every level, regardless of their racial, cultural, or sexual orientation, are treated with equality and fairness.

### **PSCP Investing in Diversity\***

*From the National Coalition Building Institute*

At the heart of a pluralistic society is the notion that diversity is positive and healthy. The fabric of our society is neither monochromatic nor smooth; it is multicolored and rich in texture. Cooperation, mutual insight, and heightened awareness of different points of view are the hallmarks of diversity, and that which makes the whole greater than the sum of its parts.

This powerful four-hour seminar focuses on an interactive model of coalition building, conflict resolution, and prejudice reduction. Participants will learn about their own and others' diverse cultures, become more aware of prejudicial behaviors, develop skills in identifying the causes of intergroup tension, and explore effective strategies for investing in diversity in the workplace.

(Note: This program was offered in our 1990-91 catalog under the title "Prejudice Reduction and Conflict Resolution.")

Faculty for this seminar will include a combination of the following people: Jacque Bowman, Jeff Buenting, Pamm Butler, Larine Cowan, Dick Justice, Bob Kelly, Dennis May, Mary Ellen O'Shaughnessey, Terri Rhodes, Randi

Schneider, Jacque Sepulveda-Wallace, William Stackman, Dale Tampke, Jacque Thomas, Patricia Whitlow, and Glenn Whitmer.

All seminar leaders have been trained by the National Coalition Training Institute of Boston.

*\*Enrollment limited to University of Illinois and its affiliates.*

#1292; October 28, 1992; 8:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2292; December 1, 1992; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#3893; February 17, 1993; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#4793; March 24, 1993; 8:00-12:00; Music Room Levis Faculty Center; \$0; .5 SDU

### **Attention**

For more information about the content of *Investing in Diversity* or to discuss special programs—

Interdepartmental Programs:  
Larine Cowan, 333-2147

Student Programs:  
Dick Justice, 333-3680

### **PSCP Take Action: Sexual Harassment Issues and Prevention\***

Recent developments in Washington have focused greater attention on the term "sexual harassment." But what does it mean . . . really? This seminar defines the concept and presents an overview of the UI's anti-discrimination policy concerning sexual harassment as well as procedures for handling complaints. Participants will view a videotape depicting examples of sexual harassment in the workplace, then have the opportunity to discuss strategies for responding to the situations portrayed. Also discussed in this two-hour seminar are the effects of sexual harassment on the victim, legal remedies for dealing with harassment, and management strategies designed to prevent harassment from occurring in the first place.

Faculty for this seminar will include a combination of the following people: Larine Cowan, Louise Fitzgerald, Mark Henss, Fred Heinrich, Mimi Ormerod, Mary Ellen O'Shaughnessey, and Steve Veazie.

*\*Enrollment limited to University of Illinois and its affiliates.*

#0992; October 14, 1992; 10:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2492; December 8, 1992; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

#5093; April 6, 1993; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

*Feeling stressed  
and burned out?  
See page 39.*

**T**he most successful people are those who keep growing and learning . . . not necessarily skills directly related to their jobs but concepts and strategies that will help them be more effective personally and professionally.

With that in mind, we have included a roster of professional development courses designed to offer a wide variety of opportunities for personal discovery and professional growth. And because these course offerings cut across occupational lines, there is sure to be one just right for you.

## **PSCP** Coping With Change and Uncertainty

*Special Staff Development Feature: See page 14.*

Change is never easy. Yet experience has shown that the most successful people are those willing to accept change—take risks, seize opportunities, enter uncharted waters. This program is designed to help you become one of those people by using strategies that will empower you to face up to uncertainty with confidence and skill. You'll learn the importance of becoming a lifetime learner and "big picture" thinker; how to tap into your personal power for more creative problem solving; and why you must start thinking like a visionary and entrepreneur. In these uncertain times, one thing is certain: those who can cope with change will come out ahead. If you care about your future, don't miss this program.

#1792; November 17, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Lee Milteer

**PSCP** = Seminar eligible for supervisory certificate credit



## **PSCP** Getting Things Done When You Are Not in Charge

As a supervisor or manager, your job supports the decisions and goals of other people and the organization at large. You are not totally in charge, yet you are not as powerless as you may feel. You can get things done . . . *if* you know how to empower yourself and others, build solid working relationships, set priorities, develop positive political skills on the job, and take risks wisely. And that's exactly what you'll learn to do in this seminar. Through the use of examples, exercises, simulations, and group discussion, you'll learn to separate yourself from the crowd, be recognized and noticed by superiors, earn the respect and admiration of others, and prepare for where you want to be—not where you are. If you've ever felt frustrated in your day-to-day efforts to make a difference, this seminar is for you!

#1992; February 5, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; R. J. Lancaster

## **PSCP** Productivity Plus: How to Conquer Time and Paper

*Special Staff Development Feature: See page 14.*

Ever feel as if you're rapidly becoming buried under a pile of paper? If you answered yes, this seminar is perfect

for you. Learn proven techniques that can help you streamline your life, be more productive at work, and have more time for yourself at home. Organization and time management expert Stephanie Culp will teach you how to overcome the tendency to procrastinate, organize your desk for maximum efficiency, set up a good filing system, decide which papers to purge, handle the mail as soon as it arrives, and much more. Don't waste another minute pushing paper. Attend this seminar and conquer the paper pile-up that threatens to overwhelm you once and for all.

#2192; December 1, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Stephanie Culp

## **PSCP** Shifting Gears: Pathway to an Alternate Career

*Special Staff Development Feature: See page 14.*

In the workplace of today, you can't afford to become complacent. "Forever" no longer exists; lifetime employment is a thing of the past. Departmental downsizing and organizational restructuring are transforming what once seemed secure jobs into temporary positions. If you're feeling the stress and believe you can't be anything other than what you are right



now, this workshop is tailor-made for you. By participating in a series of interactive exercises, you'll explore the vast array of career possibilities available to you should circumstances change.

You'll hear from a panel of participants who could readily move from their current jobs (or already have) into positions that make use of each individual's unique blend of skills, hobbies, and work experience. If you are facing a career change but are concerned about actually making the move, this program will give you the confidence you need. You may never have to use the tools you acquire in this course, but you'll feel better knowing that they are available to you.

Note: Each participant will receive a complimentary copy of the best-selling book, *When Smart People Fail*, by Carole Hyatt and Linda Gottlieb. The book, *Shifting Gears*, by Carole Hyatt will be available for purchase at your option.

#2392; December 4, 1992; 8:30-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Carole Hyatt

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### **PSCP Making Meetings Work: How to Plan, Organize, and Conduct Productive Meetings**

Research shows that the average American will sit through 9,000 hours of meetings—more than 365 days—in a lifetime. Yet the mere thought of attending another meeting makes most people cringe. Why? Because meetings are too often mismanaged—they get off track, take too much time, lack effective leadership. But now, thanks to this much-needed seminar, you can make your meetings more productive. Through discussions, demonstrations, and role playing, you'll learn how to prepare for your next meeting—develop an agenda, encourage participation, handle counterproductive behaviors. If you've ever attended a meeting you felt was a waste of your time—and who hasn't?—this program is for you.

#2592; December 9, 1992; 9:00-12:00; 3rd Floor Levis Faculty Center; \$49; 3.0; Jim Trail

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### **PSCP Skills of the Diplomat: Developing Conflict Management Skills**

Conflict is a fact of life in the workplace, and to be effective as a manager, you must know how to resolve it. This exciting new approach to the ancient art of conflict management focuses on three elements: dealing with the upset employee, curing communication breakdowns, and working with differences. As a seminar participant, you will explore the meaning of "complementary schizogenesis," a term for the conflict that occurs when two sides working together create a division. You will learn to avoid the unconscious signals that make a problem worse and respond instead with conscious signals designed to de-escalate disputes, convey authority, and win cooperation. Other seminar topics include coping with different styles of speaking and making use of verbal techniques that gain cooperation.

#2993; January 13, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Andra Medea

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### **PSCP What's Your Style? Assessing Your Personal Profile at Work**

Studies have shown that a supervisor's on-the-job effectiveness is directly linked to his or her personal work style. Using the Personal Profile system, an assessment tool developed by the behavior scientists at Performax, you'll identify personal behavioral patterns that impact the way you relate to others. The end result will be an individualized plan of action that builds on your strengths and minimizes your weaknesses. And once you understand your work style, just watch your own effectiveness soar! We highly recommend this seminar for all supervisors.

#3193; January 19, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Kay McGuire

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### **The Organized Employee**

*Staff Development Special Feature: See page 15.*

Most on-the-job training consists of the technical aspects needed to accomplish a specific job. Nobody ever teaches you how to organize your day, set up your work station, or juggle more than one task at a time. Until now. Thanks to this much-needed program, you have the chance to master techniques designed to ensure that everything you need to do gets done . . . and more. You'll learn to avoid the "5 o'clock crunch," keep your work space tidy even on the busiest days, and eliminate the time wasters that can eat into your day. Best of all, you'll return to your desk the next morning ready to spend less time getting your "ducks in a row" and more time demonstrating the true talents for which you were hired.

#4493; March 16, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Lorinda Lewis

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### **PSCP Power Communication Skills**

Do you make a positive impression on people? Do you face tough situations with composure and confidence? Are you gaining visibility and getting rewarded in your job? If you answered no to any of these questions, you need this seminar. "Power Communication Skills" is designed to help you communicate more confidently and persuasively. You'll learn subtle methods for influencing people, acquire skills for dealing with conflict, discover new ways to come across more powerfully in meetings, and explore tactics for handling difficult people and situations. Spend some time looking at how you interact with people and you're bound to discover the simple yet profound changes that can make a huge difference in your communication style and career.

#4893; March 30, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Susan Baile

## **PSCP Shortcuts to a Better Memory**

Has this ever happened to you? You meet someone at a professional conference or social gathering and two minutes later, when you turn to introduce your new acquaintance to a colleague, you've forgotten his or her name. Wouldn't you like to be able to put names with faces and recall significant information about the people you meet? Now you can. This short course in memory improvement can help you avoid the embarrassment of forgetting a name. Using a variety of proven techniques, you'll learn how to remember names and faces, points from reports or articles, materials for speeches . . . in short, all the important information you can't afford to forget.

#5293; April 15, 1993; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Alan Butkowsky

## **PSCP What Makes People Tick**

The work world has undergone enormous changes in recent years. Your ability to effectively manage and lead during these troubled times depends a great deal on your skill at understanding why employees think and behave as they do. To build and manage a highly motivated work force these days, you need more than strong management tools. You need to know "what makes people tick." In this informative seminar, you'll learn what employees truly look for from their work and how you can increase their motivation by providing it. From the perspective of more than 15 years in business, government, and education, seminar presenter Ron Canham will captivate and entertain you as he shares insights into how, by managing with common sense, you can become a true "people person."

#5393; April 16, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Ron Canham

## **Image and Self-Projection**

*Special Staff Development Feature: See page 16.*

Think about the first impression you project. Does your appearance generate respect? If your professional image could use some polishing, this workshop is for you. You'll learn how to enhance your image by projecting professionalism in your appearance and bearing, by keeping cool during crises, and by overcoming the fears that may be holding you back. Spend a few hours learning how to build your image from the inside out. You are guaranteed to raise your visibility right along with your self-confidence and the respect you earn from others.

#5593; April 22, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$59; 4.0 SDU; Thelma Wells

## **PSCP Stress Management: Rx for Burnout**

Are you dying to do a good job? Are you sick and tired of being sick and tired? Is it getting harder and harder to come to work? Dr. Joseph Mancusi has just the prescription to cure your stress, tackle the underlying causes of your burnout, and get you back on the job. A medical psychologist for more than 20 years, Dr. Mancusi has developed hospital-based treatment programs for patients with heart disease, high blood pressure, anxiety, and other signs of stress. Now, he can help you. In this informative seminar, he'll cover such subjects as: the main causes of job burnout; how to tell when you have too much stress; the relationship between exercise, diet, stress, and health; and using biofeedback and self-hypnosis to reduce stress. You'll receive proven prescriptions for reducing stress *and* have a chance to practice them. If you think stress is making you sick and tired and losing interest in your work, this is one program you can't afford to miss.

#5693; May 4, 1993; 8:30-4:30; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Joe Mancusi

## **PSCP The Seven Secrets of Influence**

As technology evolves and projects increasingly cut across departmental lines, you may find yourself having to gather support from many different people in order to make things happen. To do so, you'll need influence skills. You can find them in *The Seven Secrets of Influence*, a seminar designed to help you plan and implement a personal influence strategy that persuades others openly and honestly, without tricks or manipulation. Using worksheets, checklists, and self-assessment exercises, you will become aware of your own influence style and the style used by clients, colleagues, and subordinates. You'll learn how to motivate others, gain support for your ideas, and eliminate the conflicts that threaten to undermine morale and productivity.

#5793; May 7, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Elaina Zuker

## **PSCP Business and Report Writing**

Many people who don't think of themselves as writers would be surprised to learn how much they already know about good writing. In this seminar, you'll be introduced to the two simple rules that can help you turn even the murkiest writing into clear, readable prose—on any subject, in any document. You'll discover principles for writing sentences that seem to flow smoothly from one to another, and you'll learn how to structure documents so that readers know what to expect and can remember what they've read.

#5993; May 18, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Mike Boudreau



## Express Your Best!

In today's fast-paced, ever-changing business environment, the person with the greatest chance for on-the-job success is the one who possesses the best communication skills. The ability to make a point simply and effectively while, at the same time, listening to and understanding what is being said by others, is worth more than any fancy title or executive "perk."

Communication is the glue that holds the workplace together. Recognizing that there is a direct link between communication and workplace effectiveness, we have grouped together under a single heading several courses dealing with various aspects of communication. Whatever your job classification or occupation, you will find in these workshops a wealth of ideas and strategies you can use to get the most out of your work day and to maximize the effectiveness of your day-to-day interactions with co-workers and employees.

### Introduction to Desktop Publishing Design

Until recently, graphic design was the exclusive domain of art directors and design professionals. Desktop publishing has changed all that. Now anyone—even people who can't draw a straight line—can create attractive brochures, newsletters, catalogs, and ads using their computers and desktop publishing software. Internationally-known communications consultant and author Roger C. Parker will show you how in this seminar. Topics to be covered include: the four basic themes of successful design; the use of grids and borders; choosing and using type; analyzing the 12 rules of contrast; manipulating artwork; and building constant improvement into your work. Let Parker take the mystery out of desktop publishing so you can give your printed materials a more profes-

sional look. Note: This seminar will *not* be taught on a computer.

#0392; October 6, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$99; 4.0 SDU; Roger Parker

### Newsletters From the Desktop

The desktop publishing revolution has had a significant impact on newsletters. Now anyone with a computer and the appropriate software can generate a newsletter at a reasonable cost. The trick comes in designing one that is attractive, effective, and readable. In this workshop presented by communications consultant Roger C. Parker, you'll learn what it takes to produce a better-looking newsletter. Topics to be covered include analyzing your newsletter's content and purpose, making the most of your typeface resources, copyfitting, handling photographs, and fine-tuning your work. You'll have a chance to critique newsletter samples and see firsthand the 10 elements all good-looking newsletters have in common. Note: This seminar will *not* be taught on a computer.

#0492; October 7, 1992; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Roger Parker

### Designing Presentations and Overheads

You have only one chance to make a first impression with your audio-visual presentation; participation in this program can ensure that it's a good one. Roger C. Parker, author of *Looking Good in Print*, combines design theory, step-by-step instruction, and before-and-after examples to help you translate your ideas into visually appealing and effective slides, overheads, and on-screen presentations. You'll learn what a presentation should

and should not contain; how to set presentation goals; tips for choosing the right format, borders, backgrounds, and typography; and the appropriate use of notes and handouts to reinforce your presentation goals. Attend this seminar and you'll never give a boring presentation again! Note: This seminar will *not* be taught on a computer.

#0592; October 7, 1992; 1:00-4:30; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Roger Parker

### PSCP Take Action: Sexual Harassment Issues and Prevention\*

Recent developments in Washington have focused greater attention on the term "sexual harassment." But what does it mean . . . really? This seminar defines the concept and presents an overview of the UI's anti-discrimination policy concerning sexual harassment as well as procedures for handling complaints. Participants will view a videotape depicting examples of sexual harassment in the workplace, then have the opportunity to discuss strategies for responding to the situations portrayed. Also discussed in this two-hour seminar are the effects of sexual harassment on the victim, legal remedies for dealing with harassment, and management strategies designed to prevent harassment from occurring in the first place.

*\*Enrollment limited to University of Illinois and its affiliates.*

#0992; October 14, 1992; 10:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2492; December 8, 1992; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

#5093; April 6, 1993; 10:00-12:00; Room 406 Illini Union; \$0; .5 SDU

### Grammar and Usage

Do you think that only "born" writers can avoid embarrassing mistakes in grammar and usage? Think again. The



truth is, everyone makes mistakes. Writers simply know how to avoid some and how to spot and correct the rest. In this seminar, you'll learn what good writers already know: how to be on the lookout for grammatical blunders that can make your writing confusing, misleading, or downright ridiculous, then avoid them altogether or correct them before your writing goes out for others to see. No complex rules here. Just practical advice, guided practice, and a chance to ask about those grammatical "bugaboos" that always tripped you up . . . until now.

#1092; October 27, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Mike Boudreau

### **PSCP Investing in Diversity\***

*From the National Coalition Building Institute*

At the heart of a pluralistic society is the notion that diversity is positive and healthy. The fabric of our society is neither monochromatic nor smooth; it is multicolored and rich in texture. Cooperation, mutual insight, and heightened awareness of different points of view are the hallmarks of diversity, and that which makes the whole greater than the sum of its parts.

This powerful four-hour seminar focuses on an interactive model of coalition building, conflict resolution, and prejudice reduction. Participants will learn about their own and others' diverse cultures, become more aware of prejudicial behaviors, develop skills in identifying the causes of intergroup tension, and explore effective strategies for investing in diversity in the workplace.

*\*Enrollment limited to University of Illinois and its affiliates.*

#1292; October 28, 1992; 8:00-12:00; Room 407 Illini Union; \$0; .5 SDU

#2292; December 1, 1992; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#3893; February 17, 1993; 8:00-12:00; Room 407 Levis Faculty Center; \$0; .5 SDU

#4793; March 24, 1993; 8:00-12:00; Music Room Levis Faculty Center; \$0; .5 SDU

### **PSCP The Manager as Mediator**

*Special Staff Development Feature: See page 13.*

Research has shown that 65 percent of job performance problems result from ineffective relationships not from ineffective employees, and that 99 percent of these problems are handled by front-line managers—not professional human resources staff. Thus there's a better-than-average chance that, as a supervisor, you'll be called upon one day to resolve a dispute and build greater cooperation between your employees. Will you know how? Probably not . . . unless you arm yourself with the appropriate tools. Dr. Daniel Dana, originator of the "managerial mediation" technique, will help you do just that. He'll teach you how to determine which problems can best be solved by mediation and how to go about doing so. You'll be glad you attended this workshop the next time you're faced with a job performance problem *you* have to handle.

#1492; November 4, 1992; 8:30-4:30; 3rd Floor Levis Faculty Center; \$89; 4.0 SDU, Daniel Dana

### **PSCP Making Meetings Work: How to Plan, Organize, and Conduct Productive Meetings**

Research shows that the average American will sit through 9,000 hours of meetings—more than 365 days—in a lifetime. Yet the mere thought of attending another meeting makes most people cringe. Why? Because meetings are too often mismanaged—they get off track, take too much time, lack effective leadership. But now, thanks to this much-needed seminar, you can make your meetings more productive. Through discussions, demonstrations, and role playing, you'll learn how to prepare for your next meeting—develop an agenda, encourage participation, handle counterproductive behaviors.

#2592; December 9, 1992; 9:00-12:00; 3rd Floor Levis Faculty Center; \$49; 3.0; Jim Trail

### **PSCP Skills of the Diplomat: Developing Conflict Management Skills**

Conflict is a fact of life in the workplace, and to be effective as a manager, you must know how to resolve it. This exciting new approach to the ancient art of conflict management focuses on three elements: dealing with the upset employee, curing communication breakdowns, and working with differences. As a seminar participant, you will explore the meaning of "complementary schizogenesis," a term for the conflict that occurs when two sides working together create a division. You will learn to avoid the unconscious signals that make a problem worse and respond instead with conscious signals designed to de-escalate disputes, convey authority, and win cooperation. Other seminar topics include coping with different styles of speaking and making use of verbal techniques that gain cooperation.

#2993; January 13, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Andra Medea

### **PSCP It's What You Don't Say**

There's a lot of truth to the adage "actions speak louder than words." What you don't say may in fact be as important as what you do. This seminar will help you better understand the role nonverbal communication plays in most interpersonal situations. You will be introduced to tools that can help you gain greater control over your own nonverbal communication and learn skills that may alter how you perceive others and how they, in turn, perceive you.

#3393; January 27, 1993; 8:30-12:00; 3rd Floor Levis Faculty Center; \$59; 3.5 SDU; Tom Schenck

### **PSCP Giving Constructive Feedback**

Providing performance feedback is an important part of every supervisor's job. Employees need to know how they are doing in relation to departmental objectives and to their own



career aspirations. Unfortunately, the feedback furnished by many supervisors is neither constructive nor conducive to achieving intended results. This seminar is designed to help you avoid the pitfalls of poor performance feedback. By contrasting effective and ineffective modes of feedback, you'll learn to appreciate the true objectives of performance feedback and how your comments to employees can be constructed to meet those objectives.

#4193; February 25, 1993; 9:00-12:00; 3rd Floor Levis Faculty Center; \$59; 3.0 SDU; Joe Martocchio

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### **PSCP Power Communication Skills**

Do you make a positive impression on people? Do you face tough situations with composure and confidence? Are you gaining visibility and getting rewarded in your job? If you answered no to any of these questions, you need this seminar. "Power Communication Skills" is designed to help you communicate more confidently and persuasively. You'll learn subtle methods for influencing people, acquire skills for dealing with conflict, discover new ways to come across more powerfully in meetings, and explore tactics for handling difficult people and situations. Spend some time looking at how you interact with people and you're bound to discover the simple yet profound changes that can make a huge difference in your communication style and career.

#4893; March 30, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Susan Baile

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### **PSCP Shortcuts to a Better Memory**

Has this ever happened to you? You meet someone at a professional conference or social gathering and two minutes later, when you turn to introduce your new acquaintance to a colleague, you've forgotten his or her name. Wouldn't you like to be able to put names with faces and recall significant information about the people you meet? Now you can. This

short course in memory improvement can help you avoid the embarrassment of forgetting a name. Using a variety of proven techniques, you'll learn how to remember names and faces, points from reports or articles, materials for speeches . . . in short, all the important information you can't afford to forget.

#5293; April 15, 1993; 8:30-12:00; 3rd Floor Levis Faculty Center; \$49; 3.0 SDU; Alan Butkowsky

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### **PSCP What Makes People Tick**

The work world has undergone enormous changes in recent years. Your ability to effectively manage and lead during these troubled times depends a great deal on your skill at understanding why employees think and behave as they do. To build and manage a highly motivated work force these days, you need more than strong management tools. You need to know "what makes people tick." In this informative seminar, you'll learn what employees truly look for from their work and how you can increase their motivation by providing it. From the perspective of more than 15 years in business, government, and education, seminar presenter Ron Canham will captivate and entertain you as he shares insights into how, by managing with common sense, you can become a true "people person."

#5393; April 16, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Ron Canham

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### **Image and Self-Projection**

*Special Staff Development Feature: See page 16.*

Think about the first impression you project. Does your appearance generate respect? If your professional image could use some polishing, this workshop is for you. You'll learn how to enhance your image by projecting professionalism in your appearance and bearing, by keeping cool during crises, and by overcoming the fears that may be holding you back. Spend a few hours learning how to build your image from the inside out. You are guaranteed to raise your visibility right

along with your self-confidence and the respect you earn from others.

#5593; April 22, 1992; 9:00-4:00; 3rd Floor Levis Faculty Center; \$59; 4.0 SDU; Thelma Wells

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### **PSCP Getting Along With Difficult People at Work**

They can be found in every workplace—the know-it-alls, the complainers, the manipulators. You recognize them all . . . because they are the difficult people you work with, live with, and depend on. They can consume your time and drain your energy. But they don't have to leave you feeling angry and helpless. By mastering the surefire techniques taught in this seminar you'll be able to handle all kinds of difficult people—quickly, confidently, successfully. Through a combination of small-group discussions, exercises, and role playing, you'll discover how different kinds of difficult people think, what they fear, what they want, and most important, what *you* can do about it.

#5893; May 14, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$79; 4.0 SDU; Jim Mancuso

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### **PSCP Business and Report Writing**

Many people who don't think of themselves as writers would be surprised to learn how much they already know about good writing. In this seminar, you'll be introduced to the two simple rules that can help you turn even the murkiest writing into clear, readable prose—on any subject, in any document. You'll discover principles for writing sentences that seem to flow smoothly from one to another, and you'll learn how to structure documents so that readers know what to expect and can remember what they've read.

#5993; May 18, 1993; 9:00-4:00; 3rd Floor Levis Faculty Center; \$69; 4.0 SDU; Mike Boudreau

**PSCP** = Seminar eligible for supervisory certificate credit

## Our Facility

Computer Education Center (CEC) classes will be held at the combined computer training facility, which is equipped with *both* IBM and Macintosh hardware. This campus facility is located in the lower level of Illini Hall, 725 S. Wright Street, Champaign. The IBM lab contains PS2 Model 70 computers with color monitors. The Macintosh lab contains Mac IIxi computers and High Resolution RGB monitors.

## Enrollment

Announcements concerning CEC classes are made in fliers which are distributed periodically to campus departments. THE ANNOUNCEMENTS GIVE THE CURRENT SCHEDULE OF CLASSES. Classes fill quickly, but prospective students may place their names on a notification list to receive advance notice of upcoming courses.

## Who May Enroll

Our computer classes are open to UI staff, faculty, and graduate students. Persons outside of the University community may attend classes, as space permits.

## Notification List

The classes offered in our Computer Education Center are in such demand, they almost always have waiting lists. To ease the crunch, we keep track of those who wish to be notified at the earliest possible date of the next class offering. On the day the class announcement goes to the printer, a photocopy of the announcement is mailed to everyone whose name and address appears on our special notification list, thus allowing them several days' advance notice to phone in their registration. The list is then discarded.

## Meet Jeff Brownfield



Beginning his fifth year as the Computer Education Coordinator, Jeff has witnessed firsthand the growth of the Computer Education Center

from a program designed to train a few hundred participants to one which last year trained more than 1,200 individuals.

Why do so many people come to CEC for training the first time and then return repeatedly for more advanced courses?

"I believe that people continue to take classes at the Computer Education Center because they know the information we present is specifically related to their job. We don't discuss the theory of computing or computer hardware mechanics; we present real-world training that can be applied on their job the moment they get back to the office. And the instructors are professional educators who make learning an enjoyable experience."

## Computer Classes

### For IBM and IBM-Compatible Computers

#### Starting From the Beginning

A comprehensive introduction to microcomputers ranging from powering up and hardware terminology to computer applications and DOS commands. This hands-on workshop is designed to give participants a thorough background on the computer and its applications. It provides an excellent foundation for all further training and is particularly recommended for students who have had no previous formal instruction or experience in the use of computers.

#### Introduction to Lotus 1-2-3™ (Version 2.2)

Lotus 1-2-3™ is a comprehensive data management program that incorporates spreadsheets, data analysis, and graphics into a single integrated package. Students will learn—and practice—a variety of methods to enter data and formulae into a table for analysis, as well as techniques for generating such graphic elements as pie charts and bar graphs. At the final session, students will bring together all of the components they have learned in previous classes into a single project. The examples used in class will include typical business applications such as cost analysis and budget preparation.

**Watch for our special CEC fliers for actual class schedules and fees.**



**Starting From the Beginning** and **Introduction to Lotus 1-2-3™** courses are offered in conjunction with a research project on microcomputer training that is currently being conducted by Professor Joe Martocchio of the UI's Institute of Labor and Industrial Relations. The objectives of Professor Martocchio's research are to understand individual preferences with regard to training and the way in which training programs are more effective for some students than others.

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## Introduction to Windows™

Microsoft Windows™ is a software program that allows users to perform file-management tasks and run other programs within a graphical environment. In this course, you will learn such fundamental Windows concepts as sizing and arranging windows; basic file-management techniques, including viewing a filing system and copying and moving a file; the use of the clipboard to move and copy information between documents from different programs; and techniques for customizing the software.

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## Introduction to WordPerfect™

This word processing course provides a comprehensive introduction to WordPerfect™ with emphasis on creating, editing, formatting, and printing documents. In addition to all of the commands necessary to produce a finished document, participants will learn many of the special time-saving features available on WordPerfect™. Topics to be covered include:

- saving, printing, and retrieving files
- inserting, replacing, and deleting text
- moving and copying text
- searching and replacing text
- checking spelling
- formatting, including margins and tabs
- selecting fonts

*Note: Since this course covers the basic word processing capabilities of WordPerfect™, it is not intended for*

*current users who are already familiar with basic operation of the program.*

**The most current version of software will be taught.**

\*Required for completion of the Software Specialist Certificate.

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## Special Topics in WordPerfect™

**Merge Functions\*:** Participants will learn to create personalized form letters, generate mailing labels, and sort and select records. (4 hours)

**Tables\*:** Participants will create tables and enter, edit, move and copy text. Participants will edit the table structure including adding and deleting rows and columns, joining and splitting cells, changing the size and format of rows and columns, and changing the style of lines and shading. The math feature will be used to calculate totals and averages. (4 hours)

**Macros\*:** Macros can be used to perform a long, often repeated set of keystrokes by using a single command or keystroke combination. Participants will learn to create and use permanent and temporary macros, use the pause command, use the macro editor to make changes, chain and nest macros, and use the macros included in WordPerfect's keyboard files. (4 hours)

**Integrate Text with Graphics\*:** Participants will create newspaper columns; define boxes including position and size on the page, captions, and border options; import and edit a graphics image within a box; create text boxes and graphic lines. (4 hours)

**Equations\*:** Participants will create, edit, position, and size equations that

can be integrated into WordPerfect™ documents. (2 hours)

\*Required for completion of the Software Specialist Certificate.

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## Advanced WordPerfect™\*

This course goes well beyond the basics covered in Introduction to WordPerfect™. Among the topics addressed are features of general interest such as footnotes and endnotes, headers and footers, outlining and paragraph numbering, special characters, hyphenation, controlling page breaks, and using the thesaurus.

\*Required for completion of the Software Specialist Certificate.

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## Software Specialist Review\*

Participants will review the methods for creating and editing macros, tables, merge file, graphics, and equations. Includes practical exercises that challenge and strengthen the skills learned in previous sessions.

\*Required for completion of the Software Specialist Certificate.

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## Introduction to dBase IV™

This course provides a comprehensive introduction to dBase IV™. Upon completion of the course, participants will be able to: create, edit, and delete files; enter and edit data; sort and index information; query the database; and create customized reports. Database design principles also will be emphasized.

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## Macintosh

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### Introduction to Macintosh

A comprehensive introduction to using the Apple Macintosh computer. This course covers information on the Mac operating system and provides a foundation for further Mac training. Among the topics addressed are

setting system parameters and clicking-and-dragging.

### Introduction to Microsoft Word™

This course will provide participants with a thorough working knowledge of the Microsoft Word™ program.

Course topics will include creating, saving, and printing documents. In addition, participants will learn how to check spelling and use the thesaurus, as well as practice setting different types of tabs and margins.

### Special Topics in Microsoft Word™

Participants will practice advanced applications of this versatile software, including merge functions and creating tables.

### Introduction to Microsoft Excel™

An introductory course on the popular spreadsheet package Excel™. Topics to be addressed include: creating, editing, and printing spreadsheets; writing formulae for use in the spreadsheet; and creating graphs and charts.

## Desktop Publishing

- Introduction to Desktop Publishing Design
- Newsletters From the Desktop
- Designing Presentations and Overheads

See page 47.

## Software Specialist Certificate Program (WordPerfect™)

**H**ave you ever been stuck on some aspect of WordPerfect™ in the middle of a project and wished there was an expert in your office to whom you could turn to for advice? Now *you* can be that expert!

Our Software Specialist Certificate Program is a step-by-step approach to help you become the "office expert" in WordPerfect™... that one indispensable person in your department who knows WordPerfect™ inside and out. This 8-part series will take you well beyond the fundamentals and into the advanced features that make WordPerfect™ one of the most powerful and popular word processing packages ever developed. Class sessions include both hands-on exercises and easy-to-understand lectures. You'll come away from them with greater knowledge and a certificate... tangible proof that you have the ability to solve WordPerfect™ problems in-house and to perform tasks that might not otherwise be accomplished.

### ✓ How do I get started?

To receive the Software Specialist Certificate, participants must formally enroll in the program and pay a one-time enrollment fee of \$30. (Note: Payment of the enrollment fee does not constitute enrollment in individual courses; course registrations are handled separately.)

Once the enrollment paperwork is completed, each participant receives: a copy of WordPerfect™ Quick Reference Book; a three-ring binder with printed tabs in which to keep all the handouts that will be distributed in class; and a diskette containing exercises for use in and out of class. Upon completion of the program, participants receive a formal certificate in a presentation folder.

### ✓ What courses are required?

The following courses are required for completion of the Software Specialist Certificate:

- Introduction to WordPerfect™ (8 hours)
- Advanced WordPerfect™ (4 hours)
- Equations (2 hours)
- Macros (4 hours)
- Merge Functions (4 hours)
- Tables (4 hours)
- Integrate Text With Graphics (4 hours)
- WordPerfect™ Software Specialist Review (4 hours)

Only classes sponsored by the CEC are eligible for credit in this certificate program.

Participants in the Software Specialist Program must first complete the Introduction to WordPerfect™. Then, courses may be taken in any order, with the exception of the WordPerfect Software Specialist Review which should be completed last.

**Note:** All CEC WordPerfect™ classes taken prior to formally enrolling in the Software Specialist Certificate Program may be counted toward completion of the certificate. Ask Staff Development to check our records for final verification.

### ✓ How long does it take to complete the certificate?

The Software Specialist Certificate Program can be completed within a single semester. However, for best results, we recommend that you allow two semesters to complete the coursework.

### ✓ Will I receive any special priority for scheduling classes?

All participants who are formally registered in the program will receive new class announcements in advance of the general population.

**Call Ranae Buck or Jeff Brownfield today to register for the certificate. Then watch for the CEC class announcements to schedule your classes.**



*New! No rental fee.*

## Check-it-Out!

### Let us loan you a seminar on tape.

Mastering the skills and techniques needed for career success takes hard work and commitment. But with the daily pressures that are part of just doing a job, who has the time to stay on top of the latest literature or access to the kind of budget that allows travel to off-site seminars?

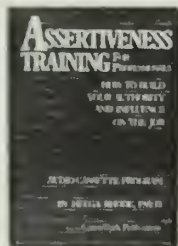
With Check-it-Out, personal and professional growth can be yours. And you never even have to leave your office! Choose from a wide variety of topics offered as video or audiocassettes. Then train at home or office . . . while you exercise, fix dinner, or commute to work. You can learn on your own or with colleagues at staff meetings.

Staff Development began offering seminars on tape three years ago for a small rental fee. Since then, we've tripled the programs available to you and eliminated the rental fee.

Check-it-Out is an easy way to train. Just call Staff Development at 333-8342 to schedule your two-week loan. There is no charge to borrow, but we must charge a late fee if the program is not returned by the due date. All you have to do is select the titles you want. We'll send out your tapes by campus mail; you can return them the same way.

## Audiocassettes

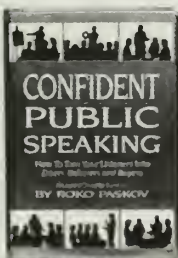
Late return charge: \$1 per day for tapes returned late. It is the borrower's responsibility to make sure returned tapes are received no later than 10:00 a.m. on the due date.



### Assertiveness Training for Professionals

#RAS1

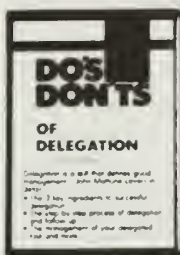
Managers walk a fine line between strength and sensitivity, between respect and intimidation. Learn how to strike the powerful balance between being "too nice" and coming on too strong. (4 tapes)



### Confident Public Speaking

#RAS2

The ability to speak in front of people is essential to success, yet many professionals rate public speaking as their #1 fear. This program provides the tools and techniques used by pros that are guaranteed to put listeners in the palm of your hand. (6 tapes)



### Do's and Don'ts of Delegation

#RAS4

This program shows you how to move mountains of work by properly utilizing the people around you. You'll learn to stop thinking that to get it done right you have to do it yourself. (1 tape)



### Exceptional Customer Service

#RAS5

There's no mystery to why certain companies earn your long-term business. They make you feel as if you're an important part of their success. Learn step-by-step, how you, too, can attract more customers and win their long-term loyalty. Presented by Lisa Ford of CareerTrack. (4 tapes)

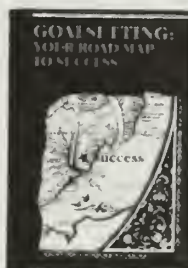
*Lisa Ford—coming to UI February 10, 1993!*



### Getting Things Done: Goal-Oriented Time Management

#RAS6

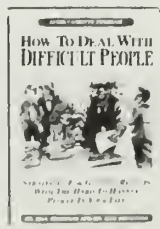
Here are strategies you can use immediately to save time and get more accomplished every day. Learn the tools and tricks that will increase your daily output, hour-by-hour. (4 tapes)



### Goal-Setting—Your Road Map to Success

#RAS7

Are your professional and personal goals any closer to becoming reality than the day you conceived them? If not, this tape can help. Learn the critical difference between dreams and goals, plus techniques for insuring daily progress toward achieving your goals. (1 tape)



### How to Deal With Difficult People

#RAS8

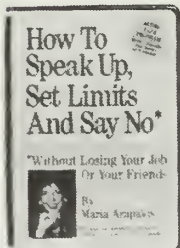
At last, you can learn to thwart the most frustrating, hair-pulling types of behavior. Learn how to handle bullies, touchy people, negative and critical people, and other "hard-to-handle" personality types. (4 tapes)

## HOW TO MANAGE YOUR BOSS

### How to Mange Your Boss

#RAS11

This practical guide offers a revolutionary way of looking at work. You'll be introduced to proven methods that will help you and your boss understand each other better while you create a more effective working relationship. (6 tapes)



### How to Speak Up, Set Limits, and Say No (Without Losing Your Job or Your Friends)

#RAS13

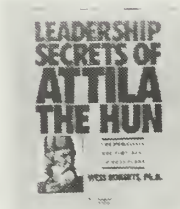
Learn to identify—and change—those areas of life where you habitually let people “go too far.” This program is packed with techniques to help you get treated the way you want—at work, at home, and in your personal relationship. (4 tapes)



### How to Succeed as a Working Parent

#RAS14

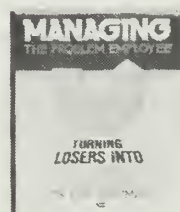
Your desire to be a nurturing parent does not have to contradict your desire for a career. It does, however, require the special skills this program provides. Learn how to neutralize undeserved guilt and achieve cooperation among family members. (4 tapes)



### Leadership Secrets of Attila the Hun

#RAS29

You may be surprised, but Attila the Hun did a lot of things right. Every good leader can become a greater leader by becoming a little more like Attila and adopting his philosophies. (4 tapes)



### Managing the Problem Employee: Turning Losers Into Winners

#RAS30

Do you have some problem employees in your department? Maybe there's just one who takes up your time. Learn the eight-step process that prevents employee problems from starting and how to know which employees would benefit from counseling. (6 tapes)

## MEMORY POWER



### Memory Power

#RAS15

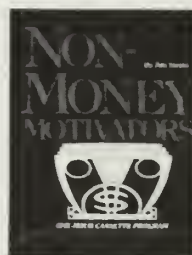
Research suggests that memory suffers less from age than from lack of practice. The scientific techniques presented in this program will show you how to improve your memory . . . by using it! (4 tapes)

## Negotiate Like the Pros

### Negotiate Like the Pros

#RAS33

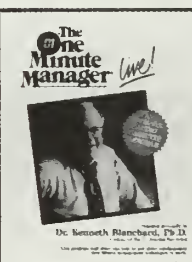
Learn the most common “fatal” mistakes of amateur negotiators, how to counteract pressure tactics, and how to break an impasse from John Patrick Dolan, master negotiator and trial lawyer. (6 tapes)



### Non-Money Motivators

#RAS16

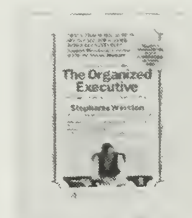
When it comes to motivating people, money truly isn't everything. Discover the motivators studies have shown to be universal; then learn how to use feedback, discipline, and goal-setting to motivate yourself and others. (1 tape)



### One-Minute Manager

#RAS17

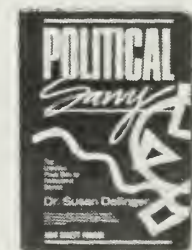
An up-close look at Dr. Kenneth Blanchard's proven technique for motivational management. You'll learn how to foster greater commitment in your staff, realize fewer mistakes and wasted effort, and achieve a higher degree of openness and appreciation. (6 tapes)



### The Organized Executive

#RAS18

Now you can get twice as much done in half the time! In this program, you'll learn practical tips for disposing of time-consuming tasks so you can concentrate on what's really important and free yourself for more creative endeavors. (6 tapes)



### Political Savvy

#RAS20A

Many professional women stall out on the road to success because they lack political savvy. Dr. Susan Dellinger will help you discover the unwritten rules every successful, achieving woman already knows. (4 tapes)



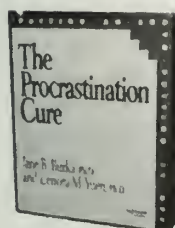


## Power Communication Skills

#RAS20

Calling all professional women: Wish you had more authority? Want to increase your charisma and persuasive power? This program's a must . . . but only if you want to reach new heights in your professional and personal life and enjoy the rewards that will follow. (4 tapes)

*Susan Baile—coming to UI on March 30, 1993!*



## The Procrastination Cure

#RAS26

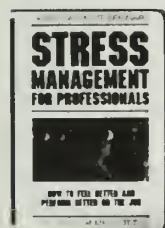
Put an end to putting it off! Learn why you choose to procrastinate, how procrastination affects setting and achieving goals, how stress influences procrastination, and ways to enlist support from others in your efforts to overcome the problem. (6 tapes)



## Self-Esteem and Peak Performance

#RAS21

This program is packed with skills you need to feel and be your best consistently: How to get what you want in life by letting go of fear, how to hold on to your self-esteem after a failure, how to put the fun back into your career and personal life. (4 tapes)



## Stress Management for Professionals

#RAS22

Now you can feel better and perform better on your job. This program introduces you to a fascinating system for stress reduction that is both practical and easy to implement. You'll learn about yourself . . . and how you can lead a happier, healthier life. (4 tapes)

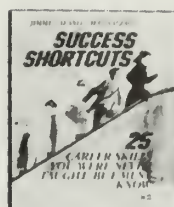


## Success Self-Programming

#RAS23

Create new mental patterns that enable you to succeed over and over again by incorporating eight techniques for "success self-programming". Don't miss this chance to tap into the programs that today's high-achievers are already using. (2 tapes)

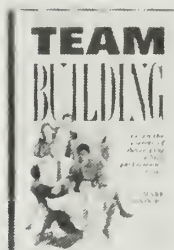
*Lee Milteer—coming to UI November 17, 1992!*



## Success Shortcuts

#RAS24

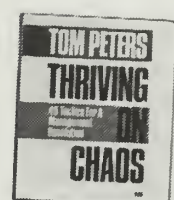
Here are 25 vital career skills you were never taught but absolutely must know. Learn how to make things happen, overcome conflict, negotiate better deals, manage stress, listen aggressively, write clearly, build visibility, and much more! (6 tapes)



## Team Building—How to Motivate and Manage People

#RAS25

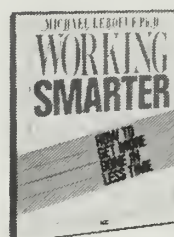
Teamwork leads to greater productivity and creativity and ultimately determines the success of your staff and your department. Learn how to find good team members and how to lead them to be their best. (4 tapes)



## Thriving on Chaos

#RAS27

All of us must constantly adapt to changing conditions in both our work and private lives. This seminar—from management guru Tom Peters—will help you learn to love the change and view chaos as an opportunity rather than a problem. (6 tapes)



## Working Smarter: Get More Done in Less Time

#RAS28

Discover how to get more accomplished by setting goals and priorities, cutting your paperwork, building a productive work team, and developing your executive abilities to their fullest. (6 tapes)

*New! No rental fees to borrow audio and video tapes.  
See page 53.*

## Videocassettes

Late return charge: \$1 per day.

### How to Get Results With People

#RAS9

Build your influence, authority, and leadership on and off the job! This fascinating and informative videotape will help you realize immediate results with all kinds of people in your professional and personal life. (105 minutes)

### How to Listen Effectively

#RAS10

Listening is one of the most important skills you can cultivate for career success. This program reviews the reasons for improving your listening skills and provides a 6-step guide to help you be a better listener. (62 minutes)

### How to Read People

#RAS12

At last, a simple technique for learning to "read" people. This easy-to-follow program is guaranteed to help you understand people and have more satisfying relationships with those around you. (59 minutes)

### Professional Image Vols. I & II

#RAS34

Vol. 1: Everything about your appearance—your clothes, your mannerisms, your patterns of speech—says

something about who you are. Could your professional image use a makeover? In this program, CareerTrack's Carol Price provides tips and techniques that allow you to shape your image to say exactly what you want it to say about you.

Vol. 2: Building a professional image involves more than dressing for success. In this continuation of Carol Price's program, you'll learn how to project personal power in specific business situations and stay cool in a crisis. You'll gain valuable advice on setting goals, overcoming self-defeating habits, and projecting your new image for maximum impact. In short, you'll learn how to build confidence . . . from the inside out.

### Stress Management Vols. I & II

#RAS35

Vol. 1: Stress management and self-esteem go hand in hand. The better you feel about yourself, the less vulnerable you are to stressful situations. Presenter Roger Mellott helps you learn how to tackle your stress at its very core so that you can start living a brighter, more balanced life.

Vol. 2: In this continuation of Roger Mellott's unconventional prescription for stress relief, you'll learn to free yourself from the stress over which you have no control and start channeling your energy toward the things that matter most to you. In no time at all, you'll discover how, by building a foundation for confidence, you can truly live a "less-stress" life.

*Thinking about a career change?  
See Shifting Gears—page 14.*

## Books on Tape

Staff Development makes it easy for you to keep up with the latest and most popular books on business, management, personal style, and professional development. No need to set aside an hour or two each day for a quiet read. Just pop one of these handy audio tapes into your cassette player (all have been adapted from the original books) and learn while you walk, jog, mow the lawn, or commute to work.

Our books on tape are an easy way to "read" the books you've been meaning to read. Simply call Ranae Buck at 333-8342 to schedule your 2-week loan. Select the titles you want and we'll send them out by campus mail; you can return them the same way.

### Beyond a Passion for Excellence #BOT1

Tom Peters

Listen as Tom Peters, co-author of *In Search of Excellence* and *A Passion for Excellence*, presents his newest ideas for competing—and winning—in today's business climate. Peters discusses the changes new competitors are making in their companies and shows you how to implement "pockets of excellence" in your own workplace.

### The Heart and Soul of Excellence: Beyond In Search of Excellence #BOT3

Tom Peters

A revolution in management style and leadership is reshaping American corporations. Now Tom Peters takes you beyond the "search for excellence" to its very heart and soul. Learn how techniques such as listening to customers, staying in touch with co-workers, and striving for top-notch quality and service have

made a difference for the likes of PepsiCo, IBM, Wal-Mart, and DuPont, and how the principles that worked for the "big guys" can lead you to success as well.

### Hidden Passions #BOT4

Steve Pieczenik, M.D., Ph.D.

Even if you've achieved the trappings of success—money, prestige, status—you may still feel empty. Psychiatrist Steve Pieczenik provides the tools that will help you discover how to open the doors to fulfillment. Using Dr. Pieczenik's self-discovery techniques, you'll stop asking "Is that all there is?" and start achieving the happiness and self-confidence you've earned.

### Inner Management: The Importance of High Self-Esteem

#BOT5

Ken Blanchard and Jennifer James

Your image of yourself is crucial to every area of your life: it gauges how far you are likely to go in life and how successful you are likely to be. By far, self-esteem is one of the most important keys to success . . . or failure. Blanchard and James offer powerful self-esteem building exercises that can help make your life a success.

### Megatrends 2000: Ten New Directions for the 1990s #BOT6

John Naisbitt and Patricia Aburdene

The internationally known social forecasters who accurately predicted the shape for the 1980's are back again to



predict 10 new directions for the 1990's, including the global economic boom, the triumph of the individual, and the renaissance in the arts. Discover how the changes they foresee for the '90's will have a profound effect on all aspects of our lives—jobs, finances, education, and even leisure time.

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### **The Power of Optimism** #BOT7

Alan Loy McGinnis

Author Alan Loy McGinnis explains the 12 characteristics of optimism, then tells you how to acquire them. You'll learn how to teach yourself to be an optimist, stave off discouragement, and keep your motivation high. With the power of optimism, your whole life can take a joyful direction.

*Alan Loy McGinnis coming to UI—February 18, 1993!*

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### **The Practice of Management** #BOT24

Peter F. Drucker

Whether you are an aspiring manager, an accomplished professional, or a student of business, you'll find Peter Drucker's *The Practice of Management* an essential resource for understanding the role and nature of management. Here, in audiocassette form, is down-to-earth information on the knowledge, tasks, and responsibilities needed to help you be a better manager and achieve better management performance.

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### **Pulling Your Own Strings** #BOT18

Dr. Wayne Dyer

Now from the author of *Your Erroneous Zones* comes a prescription for dealing with other people and living your life as you choose. Recognizing that each person is responsible

for how much he or she is controlled by others, Dr. Dyer provides a practical, step-by-step plan for developing new attitudes toward the most common sources of victimization and manipulation, including family, work, and ultimately, yourself. Life, says Dr. Dyer, is a beautiful thing. In *Pulling Your Own Strings* he gives you the strategies to live yours to its fullest potential.

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### **Straight A's Never Made Anybody Rich: Lessons in Personal Achievement** #BOT8

Wess Roberts, Ph.D.

Drawing on the personal triumphs of real-life heroes, Wess Roberts outlines the traits that are characteristic of high achievers. You'll learn that education, experience, and judgment are only part of the profile—truly successful people know how to confront and manage adversity. Now you, too, can use the fears, mistakes, and negative circumstances that you thought were holding you back to realize your full potential.

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### **The Tao of Management** #BOT9

Bob Messing

The path of the Tao in management is one of attainment, harmony, and reaching one's full potential. This program—featuring comments and anecdotes by Ken Blanchard, author of *The One Minute Manager*—addresses the broad issues of trust, ethics, and awareness. Along the way, you'll discover valuable insights into effective managerial skills and behaviors and begin a journey down the road to self-fulfillment as well as success.

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### **The Ten Commandments of Business and How to Break Them** #BOT10

Bill Fromm

Until now, business has been ruled by a table of seemingly unbreakable commandments—the customer is king, rank has its privileges, don't mix business with pleasure. Now comes renegade businessman and advertising executive Bill Fromm to tell you that these outmoded rules of play are holding you back. In this sometimes startling and always insightful program, Fromm offers unique alternatives that prove you can have fun at work while bucking convention and boosting profits, productivity, and morale.

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### **That's Not What I Meant! How Conversational Style Makes or Breaks Relationships** #BOT11

Deborah Tannen, Ph.D.

It's not just what you say, it's how you say it, according to psycholinguistics expert Deborah Tannen. In this informative program, she helps you recognize your own conversational style and understand the styles of others so you can deal with any situation more effectively. Armed with her tools for communication success, you can prevent small differences from becoming big arguments and save any conversation—or relationship.

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### **Thriving on Chaos: Handbook for a Management Revolution** #BOT12

Tom Peters

In this adaptation of his bold new book, Tom Peters delivers an urgent message: If American corporations are going to thrive in today's—and

tomorrow's—turbulent world, there must be a revolution in management practices and organizational structure. Combining incisive analysis with hundreds of concrete actions and examples, *Thriving on Chaos* shows what managers at every level must do—and do now—to accomplish this revolution.

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### **Word Power** #BOT14

Peter Funk

Words can inspire cooperation, win arguments, and increase your effectiveness in business and your personal life. With this program, developed by world-renowned linguist Peter Funk of Funk & Wagnall's fame, you can dramatically increase your vocabulary and learn to express yourself with greater clarity and forcefulness. Just follow the simple steps outlined in *Word Power* and see your business presentations, writing, and conversations come alive!

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## **More Books on Tape**

The following books are also available on audiocassette from Staff Development:

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### **De Bono's Thinking Course** #BOT15

Edward de Bono

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### **How to Run a Successful Meeting in Half the Time**

#BOT16

Milo O. Frank

(More tapes on next page.)

### If You Haven't Got the Time to Do It Right, When Will You Find Time to Do It Over? #BOT17

Jeffrey J. Mayer

### Phone Tactics for Instant Influence

#BOT23

John F. Truitt

### Straight to the Top

#BOT19

Paul B. Stern and Tom Shachtman

### Superleadership

#BOT20

Charles C. Manz and Henry P. Sims, Jr.

### Swan's How to Pick the Right People Program #BOT21

William S. Swan

### You Can Negotiate Anything #BOT22

Herb Cohen

Each year when Staff Development does its program planning, we come into contact with loads of wonderful resource materials. Some of these materials give us the foundation for planning new seminars; others we find valuable for our own professional growth.

We can't emphasize too strongly the importance of reading the "classics" in supervisory and management development. From our own collection, we've chosen those readings that we have personally and professionally found to be the most valuable. We hope that you, too, will expand your learning outside of the traditional training environment.

Now, we want to make it easy—and economical—for you to acquire professional reading materials either for yourself or for your office reference library. Select from more than 40 different articles on a wide range of work-related subjects including decision making, employee performance, group dynamics, management style, and personal development. All are reprints from publications such as the *Harvard Business Review* and *Psychology Today*. And all can be yours at a significantly reduced cost by taking advantage of Staff Development's quantity purchasing power. We order reprints two times a year . . . and pass the savings of quantity purchasing on to you. There's no better or more cost effective way to acquire your own professional reading library.

### HOW TO ORDER

Price: \$2.80 each.

To place an order: Phone us at 333-8342 and give us the titles. We will place an order on December 1 and March 31.

Here's a description of the reprints currently available, by subject, from Staff Development.

### ADMINISTRATIVE SKILLS

#### How to Run a Meeting

Antony Jay

*Harvard Business Review*

This article offers guidelines on how to right the things that go wrong in meetings. The discussion covers the functions of a meeting, sizes and types of meetings, the role of the chair, and how to define objectives and conduct a meeting that will achieve them.

#### Skills of an Effective Administrator

Robert L. Katz

*Harvard Business Review*

Effective administration is more a matter of what you can do than of who you are. Robert Katz identifies the three basic skills every successful manager must have.

### COMMUNICATION

#### The Hidden Messages Managers Send

Michael B. McCaskey

*Harvard Business Review*

Imagery, office setting, and body language communicate as

much about how a manager thinks as the words coming out of his or her mouth. Learn how to read the hidden messages conveyed by these three elements in others and how to use them to your own advantage.

#### Body Talk and Tone of Voice: The Language Without Words

Robert Rosenthal, Dane Archer, M. Robin DiMatteo, Judith Hall Koivumaki, and Peter L. Rogers

*Psychology Today*

Five researchers share findings from their Profile of Nonverbal Sensitivity, a test which measures a person's ability to understand two kinds of wordless communication—tone of voice and movement of the face and body. You may be surprised at the results and their implications.

#### Nonverbal Communication: How We Send Emotional Messages

Ernst G. Beier

*Psychology Today*

Actions really do speak louder than words. In this article, which recounts his studies of nonverbal behavior in newlywed couples, Ernst Beier contends that we create our own problems by stimulating the world around us without knowing what we're doing.

#### How Well Do You Read Body Language?

Dane Archer & Robin M. Akert

*Psychology Today*

Even the most mundane conversation takes place in the context of facial expressions, gestures, and tone of voice that

Conquer clutter!  
See page 14.



modify the meaning of the spoken words. Authors Archer and Akert share the test they have devised to show how much we really learn from nonverbal clues.

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## CONFLICT MANAGEMENT

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### Make Conflict Work for You

Joe Kelly

*Harvard Business Review*

Contrary to popular belief, conflict isn't always bad. If properly managed—rather than suppressed, ignored, or avoided altogether—conflict can actually contribute to a company's effectiveness. This article shows you how to make conflict work in your workplace.

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## DECISION MAKING, PROBLEM SOLVING

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### Decisions, Decisions

Jay Hall

*Psychology Today*

Group decisions are often inadequate because, the author contends, the members of the group expect them to be. In this article, Jay Hall shares the results of an experiment that proves there really is strength in group problem-solving.

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### Discovering Your Problem-Solving Style

David E. Ewing

*Psychology Today*

Each of us has a preferred way of solving problems. This article helps you recognize your own problem-solving style and choose a career that makes the most of it.

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## EMPLOYEE PERFORMANCE AND MORALE

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### Demand Better Results—and Get Them

Robert H. Schaffer

*Harvard Business Review*

Most organizations have the potential for greater productivity, but they may never realize it because their managers set performance expectations that are too low. Robert Schaffer examines why appropriate demands aren't made and outlines a strategy to help managers ask for more . . . and get it.

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### Motivation, Morale, & Money

Frederick Herzberg

*Psychology Today*

Money doesn't motivate workers; responsibility, challenges, and the opportunity for growth do. Author Frederick Herzberg describes his motivation-hygiene theory and discusses the influence of environment and morale on job satisfaction and productivity.

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### Beyond Stick and Carrot: Hysteria over the Work Ethic

Peter F. Drucker

*Psychology Today*

Renowned management theorist Peter Drucker takes a look at why attempts to manipulate workers by threats, money and psychological tricks have failed. He suggests, instead, a basic reshaping of work structures to allow for greater productivity and individual achievement.

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## ETHICS

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### Moral Mazes: Bureaucracy and Managerial Work

Robert Jackall

*Harvard Business Review*

Generations of Americans have been taught that the way to move up the corporate ladder is to work hard. In his interviews with more than 100 managers, the author of this study has come to believe that the ways of bureaucracy are eroding the traditional work ethic. This article encourages you to rethink your attitudes about work and upward mobility.

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## GROUP DYNAMICS

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### Groupthink

Irving L. Janis

*Psychology Today*

The U.S. road to disaster in Vietnam, the Bay of Pigs, Korea, and Pearl Harbor is paved with what author Irving Janis calls "groupthink"—the desperate drive for consensus at any cost that suppresses dissent among the mighty. Learn to recognize the symptoms of groupthink in your own organization . . . and avoid its disastrous consequences.

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### Productivity and Group Success: Team Spirit vs. the Individual Achiever

Alvin F. Zander

*Psychology Today*

An expert in group dynamics argues that, under the right conditions, individual workers may strive harder for the success of their groups than for themselves. Learn how greater productivity can be achieved through teamwork.

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## LEADERSHIP

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### Style or Circumstance: The Leadership Enigma

Fred E. Fiedler

*Psychology Today*

How do people become leaders and what qualities make them effective? This article discusses the combination of personality and circumstance that breeds leaders and explores the differences between leader behavior and leadership style.

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## MANAGEMENT STYLE

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### Managers Can Drive Their Subordinates Mad

Manfred F.R. Kets de Vries

*Harvard Business Review*

What happens to subordinates when a manager is all quirks and no acceptable behavior? Learn how excessive dependency on another person can breed disaster in the workplace.

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### When a New Manager Takes Charge

John J. Gabarro

*Harvard Business Review*

Why do some managers seem to function well right from the start? Author John Gabarro explores the factors that account for the success of some managers and the failure of others.

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## **Good Supervisors Are Good Supervisors—Anywhere**

Janice A. Klein and  
Pamela A. Posey

*Harvard Business Review*

As participatory management gains in popularity, what happens to supervisors schooled in the traditional, non-participatory style? Klein and Posey contend that top-notch performers do their job the same regardless of the work system.

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## **When Professionals Have to Manage**

Jay W. Lorsch and  
Peter F. Mathias

*Harvard Business Review*

Professionals—architects, lawyers, accountants, consultants, and the like—are not trained for managing. Learn how they can become “producing managers,” people who successfully combine management activities with the production of client services.

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## **Good Guys Make Bum Bosses**

David C. McClelland and  
David H. Burnham

*Psychology Today*

When it comes to supervision, nice guys really do finish last. The authors show how the boss who's bent on being loved can cause confusion in the workplace, plus a drop in employee morale and output.

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## **What Makes a Manager Good, Bad, or Average?**

Jay Hall

*Psychology Today*

Management success depends on knowing what it takes to be an effective manager. Social-industrial psychologist Jay Hall

discusses the ways managers who do well act differently from those who are average or worse based on a study of 16,000 bosses.

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## **The Intolerable Boss**

Michael M. Lombardo and  
Morgan W. McCall Jr.

*Psychology Today*

Everyone has had at least one impossible boss in their lives. Learn how to live with an intolerable supervisor and to translate that negative experience into positive guidelines for your own managerial philosophy.

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## **PERSONAL DEVELOPMENT**

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### **How Much Stress Is Too Much?**

Herbert Benson and  
Robert L. Allen

*Harvard Business Review*

A certain amount of stress is good, but when managers feel themselves under too much pressure, they burn out and their judgement goes downhill. Here are some ideas for ways you can balance the value and dangers of stress in your own organization.

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### **Self-Fulfilling Prophecy**

Robert Rosenthal

*Psychology Today*

Can a child become brighter just because a teacher's smile shows that he is expected to be smarter than he thought he was? Look at what happens when a behavioral scientist in pursuit of objectivity approaches an experiment in the self-fulfilling prophecy.

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## **Why Am I in This Job?**

Berkeley Rice

*Psychology Today*

Have you ever asked yourself this question? If you're bored, burned out, or just ready for a change, here's a fresh look at how career counseling can help.

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## **PERSONNEL ISSUES**

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### **Case of the Plateaued Performer**

E. Kirby Warren,  
Thomas P. Ference, and  
James A. F. Stoner

*Harvard Business Review*

What happens when an immovable object—an older but still valuable manager who has reached his own advancement potential—meets an irresistible force in the form of a bright, young subordinate on the way up? Your business leaders offer their recommendations on how one company might handle the conflict that arises when a “plateaued” performer is bypassed by younger, less experienced colleagues.

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### **How to Make People Decisions**

Peter F. Drucker

*Harvard Business Review*

Why do some managers seem to have the golden touch when it comes to matching people and jobs? This widely respected author, professor, and manager offers five steps for making more effective staffing decisions.

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## **How to Deal with Bizarre Employee Behavior**

Terry L. Leap and  
Michael D. Crino

*Harvard Business Review*

Eccentric employee behavior calls for an unorthodox approach. Two professors of personnel management suggest some criteria to keep in mind when confronted by matters whose resolutions aren't covered in your organization's handbook of rules and procedures.

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## **The Abrasive Personality at the Office**

Harry Levinson

*Psychology Today*

The worker with an abrasive personality poses special problems for bosses and subordinates alike. Learn how to recognize the origins of disruptive behavior and deal with it in the most appropriate manner.

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## **TIME MANAGEMENT**

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### **Management Time: Who's Got the Monkey?**

William Oncken, Jr. and  
Donald L. Wass

*Harvard Business Review*

Why do managers run out of time while their subordinates run out of work? In part because of the manager's inability to handle what the author calls “monkey-on-the-back” input. This article explores the meaning of time management and underscores the value of assigning, delegating, and controlling.



# 1992-1993 Staff Development Calendar

Date	Time	Course #	Program	Page #
9/24/92	8:30-12:00	0192	Understanding the Americans With Disabilities Act . . . . .	32
9/29/92	8:30-12:00	0292	Understanding the Americans With Disabilities Act . . . . .	32
10/01/92	8:30-12:00	0292A	Understanding the Americans With Disabilities Act . . . . .	32
10/06/92	8:30-4:30	0392	Introduction to Desktop Publishing Design . . . . .	47
10/07/92	8:30-12:00	0492	Newsletters From the Desktop . . . . .	47
10/07/92	1:00-4:30	0592	Designing Presentations and Overheads . . . . .	47
10/07/92	8:30-12:00	0692	Understanding the Americans With Disabilities Act . . . . .	32
10/12/92	9:00-4:00	0792	Tough Times Are Here to Stay . . . . .	13
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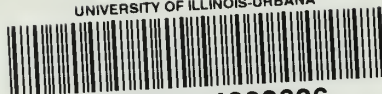








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